


END OF PROJECT EVALUATION

Promotion of Workers' Rights in Pakistan (PWRP) Project



Submitted to



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Submitted by

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Abbreviations and Acronyms

APWC	All Pakistan Workers Confederation
BrfD	Bread for the World (Germany)
CBA	Collective Bargaining Agent
CBTW	Capacity Building Training Workshop
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CoP	Constitution of Pakistan
CSO	Civil Society Organization
DVC	District Vigilance Committee
EAD	Economic Affairs Division
FGD	Focus Group Discussion
HBW	Home-Based Worker
IDI	In-Depth Interview
ILO	International Labour Organization
INGO	International Non-Government Organization
IRA	Industrial Relations Act.
KP	Khyber Pakhtunkhwa
LEF	Labor Education Foundation Pakistan
LFA	Logical Framework Analysis
LQM	Labor Qaumi Movement
M&E	Monitoring & Evaluation
MPA	Member Provincial Assembly
NGO	Non-Government Organization
NOC	No Objection Certificate
PMLN	Pakistan Muslim League – Nawaz
PPP	Pakistan Peoples Party
PTCL	Pakistan Telecommunication Company Limited
PTI	Pakistan Tehreek-e-Insaf
PWRP	Promotion of Workers' Rights in Pakistan
TMO	Tehsil Municipal Officer
TOT	Training of Trainers
UNIDO	United Nations Industrial Development Organization

Executive Summary

This document presents the findings of the independent evaluation of the 36-month “Protection of Workers Rights’ in Pakistan” Project implemented by the Labor Education Foundation (LEF) with financial support from Bread for the World (Brfd) Germany. The project is expected to end by 31 March 2020. In accordance with the Evaluation ToR, the project’s design and performance were assessed in terms of impact, relevance, effectiveness, efficiency, sustainability, and progress-to-impact, to meet accountability requirements and to promote learning, feedback, and knowledge sharing so as to enhance the design and implementation of the remaining phases of the project and possible extensions. The UNIDO framework was used for this evaluation, which covers the period from **April 2017 to June 2019**.

Evaluation Methodology: Carried out during June-July 2019 by an independent consultant, the evaluation consisted of i) a desk review of relevant documentation; ii) assessment of project design, iii) field assessments (Lahore, Faisalabad in Punjab, Mardan and Charsadda in KP); iv) consultation with relevant stakeholders; and v) analysis and development of evidence-based findings and recommendations. Documents reviewed were: The Project Proposal, Project Indicator Matrix, Project Assessments, progress and monitoring reports, work plans and activity reports, selected Project Policies and Strategies and partner agreements and reports, if any. A mixed-methods approach was utilized to gather information and formulate lines of inquiry. Quantitative and qualitative tools were developed, orientation with enumerators were held and tools were tested in Lahore. Four Field visits, 16 group discussions and 08 IDIs were held in the four districts. Quantitative data was collected from a sample of 201 respondents (118 men and 83 women) 50 per District SPSS (Statistical Package for Social Science) was used to analyze the quantitative data.

Project Objectives & Design: Based on identified labor sector gaps¹, the project objectives were to organize and sensitize the laborers to strive for their social, economic and political rights; promote, strengthen and defend their rights and capacity building of 15 existing worker organizations to demand and secure their rights. The evaluation team found that the potential beneficiaries were involved and consulted for information sharing and their participation was sought in project design. **Satisfactory**.

Impact: The Project objectives have been met. The union members in 15 major trade unions have been made aware of their legal and human rights pertaining to union membership. Specific trade unions campaigns were held in project districts, to publicize the potential benefits of trade union membership. The Unions in Faisalabad have strengthened their financial management practices. Twenty four legal cases filed by union members have been taken to court with support of project. Of those, 18 have been resolved in favour of the union members and 06 is in process. Four new unions have been formed. **Satisfactory**.

Project Implementation: LEF was the best choice of project implementer due to security, safety, NGOs status and unions’/members’ mentality in respective districts. The project’s **institutional networks** were well placed within the provinces and community organizational structures. An experienced management (Director and Associate Director) and Lead Organizer led the Project. Four District-level field organizers were available for project implementation.

Relevance: The project’s activities, focused on strengthening and forming unions, were fully consistent with its goal and objective and with beneficiaries’ needs. 59% of Male and 41% of Female survey respondents found the awareness-raising sessions relevant to their needs. **Highly Satisfactory**.

Effectiveness: The number of workers in union membership increased in the Project Districts. The project unions provided support in forming and registering non-registered unions. Four new unions were formed. Workers awareness of labor laws and workers’ rights increased. Twenty four court cases were filed under the supervision of unions. **Highly Satisfactory**.

The evaluation determined that **linkage building** and partnerships among potential project stakeholders has been less than successful, no direct linkages or MoUs were made by the project team. The direct beneficiaries

¹ e.g. in information, organizational skills, legal compliance, knowledge sharing practices, inclusiveness, financial dependency, management and skills and wage compensation standards

of the project were included in the activities, while the project indirect beneficiaries² (family members, peers, friends, nonmembers) were also benefited with the project activities but no data is available to measure the impact.

Efficiency: almost all the activities were held on time and targets achieved. There were no delays or repetition of activities, and therefore no wastage of human or financial resources, although the amount of each legal case was increased by 300 percent (from PKR 5,000 to 15,000) due to the actual expenditures on an average case. Skilled and knowledgeable **staff**, mobilizers and activists were recruited from the project districts and unions. The project's **capacity building** activities were implemented as planned. The selection of topics, trainers, material, language and other learning methodologies were as planned in the project proposal. The activist, mobilizer and union leaders is the same individual which helped increase the efficiency of the project. **Highly Satisfactory.**

Sustainability: The Project is technically and financially sustainable at the trade union level. Every union has a saving and membership fee collection system, which will be a sustainability indicator after the project closure. However, the **activists' group**, which was expected to be a primary source of information during and after the project was less than successful in disseminating awareness among members. The group members could have played a vital role in the project's **exit strategy** if this had been planned properly. **Satisfactory.**

The project still has 09 months remaining in which to complete the few remaining activities i.e. completion of remaining legal case (one as per project indicator and more if identified by the unions) and capacity building of additional members (700 to 800) will be held prior to completion of project.

Gender Mainstreaming: Although many women HBWs indicated they had benefited from the project, it appears that efforts to organize women in industrial unions require more structured inputs. The project had female trainers and labor sector specialists. The Associate Director, LEF, also served as a gender specialist **Satisfactory.**

Inclusiveness: The component of inclusiveness was overlooked, particularly in decision-making. Some relevant groups, e.g. formal and informal workers with specific to vulnerable groups, transgender people and specific trade workers might have been powerful contributors to the processes. **Unsatisfactory.**

Monitoring and Evaluation: A mid-term review had been planned but could not held for technical reasons. LEF made a number of monitoring visits in four districts for informal consultation process with workers and union leaders and activists carried out occasional visits with specific agendas, based on field reports. LEF utilized two customized monitoring tools developed with the help of the donor³ The LEF team developed Field visit reports, monthly progress report, union specific reports, orientation session forms and legal support assessment forms. LEF has recently added a program development unit in their Lahore office, which may also look after the M&E component (i.e. Organizational Scale and Feedback form) of all the project, which will be useful for the remaining project period.

Overall Evaluation Rating: Using UNIDO's⁴ rating criteria, the overall rating of the project is **72 percent** i.e. ~~close to~~ **"Satisfactory"**. Project key assessment components i.e. Impact, Relevance, Effectiveness, Efficiency and Sustainability are rated High (average 83%) but the cross cutting themes were overlooked (average 50%) which resulted in the decreased overall ranking.

Summary of Recommendations: Recommendations to improve the remaining and upcoming phases of the PWRP project are offered to LEF and Bread for the World (Brfd) including: Strengthen the Unions' management as well as their communications, data management, linkage building and financial management. Improve workers' empowerment by registering new and semi-structured unions, increasing frequency of awareness and orientation session with workers and establishing a center to 'park' the knowledge for future

² e.g. members from other unions and communities, community influential persons, peer groups, family members, media & journalists, Provincial Labour Departments and employers' staff of formal sector who are indirectly involved in project activities through their support, interest or influence.

³ Organizational Scale and Feedback form

⁴ <https://www.unido.org/sites/default/files/files/2018-04/Evaluation%20Manual%20e-book.pdf> (Page 24)

use; Introduce and link the women workers and union members with women-specific provincial initiatives. Strengthen the exit strategy and sustainability by developing a strategic plan with indicators for activists and union leaders.

See Section 06 for a full discussion of recommendations

1. Evaluation Objectives & Methodology

LEF launched the “Promotion of Workers’ Rights in Pakistan” (hereafter, PWRP) project in April 2017, with the financial support of Bread for the World (Brfd). The expected completion is 31 March 2020. As per the project objectives, the 03 year PWRP project was initiated in 04 districts of Punjab and Khyber Pakhtunkhwa to help the local workers’ unions (approx. 15 in 04 districts) in the formal and informal sectors to:

Organize	Strengthen	Institutionalize
Organize and sensitize the laborers to strive for their social, economic and political rights.	Promote, strengthen and defend their rights.	Establish 4 new and functionalize 15 labor unions to secure and demand for their rights.

a) Evaluation Objectives and Scope

The purpose of this evaluation was to assess the entire process of the project from planning through to implementation and immediate outcomes.

The Project was expected to empower working communities, to increase their awareness of their rights and to enable them to claim citizens’ political, economic and social rights, as well as to remove disparities. Guided by the Terms of Reference⁵ given by LEF, the evaluation had three objectives:

- Assess project performance in terms of relevance, effectiveness, efficiency, sustainability of benefits, and progress to impact
- Identify key learning to feed into the design and implementation of forthcoming projects phases
- Develop findings, lessons, and recommendations that could be used to enhance the design of new projects and the implementation of ongoing projects activities.
- To provide an understanding of achievements, challenges, successes, key lessons and identify promising practices for learning

The **purpose** of the evaluation was to assess the extent to which the project achieved its main purpose (i.e. to inform, organize and enable the workers and the unions to protect the social and labor rights to which they are legally entitled). In this light, the evaluation considered the extent to which the PWRP was a suitable instrument for achieving these objectives. The evaluation also assessed the likelihood of the sustainability of project results. This involved examining the extent to which the project: i) helped in promoting the union and organizational culture in project areas; ii) coordinated with other relevant groups and stakeholders to promote labor compliance (as per national and provincial labor laws); iii) yielded direct outcomes that are being utilized, or could expect to be used in the near future, to stimulate and support union formation and organizational culture within a policy framework that fosters a vibrant supportive local innovative ecosystem.

b) Evaluation Methodology

I. Assessment Framework

The consultant carried out an independent assessment using the criteria elaborated in the evaluation ToR. The project performance was also rated using UNIDO’s 6-point scale, with justifications elaborated throughout the Report’s main body and findings. The consultant used a participatory approach whereby key stakeholders and beneficiaries were informed and consulted throughout the process. To ensure a robust approach, an evaluation framework was developed, together with envisaged sources of data that could be expected to provide evidence of achieved results and impacts. Both qualitative and quantitative approaches were used in gathering data, with the aim of developing insights into fundamental strengths and shortfalls as a basis for crystallizing the findings and extracting relevant lessons for the PWRP project and recommending learning and operational improvements for LEF.

II. Data Collection

⁵ Evaluations Terms of References is attached as **Annex 01**

The consultant made every effort to ensure a participatory approach, to include all segments of the worker communities, to achieve maximum geographical coverage and to represent the respondents with transparency. The expected outcomes and the extent to which their achievement depended on the delivery of project outcomes were assessed by looking at the project's causal pathways. The data was collected using multiple means, as shown below:

Category	Qualitative	Quantitative
Primary	<ul style="list-style-type: none"> Semi structured interviews & consultations with beneficiary groups. 	<ul style="list-style-type: none"> Structured questionnaires were used to assess performance and collect the perceptions of the beneficiaries with evidence of capacities and project sustainability.
	<ul style="list-style-type: none"> In depth interviews with union leaders, duty bearers, representatives' stakeholders and relevant project staff. 	
Secondary	<ul style="list-style-type: none"> Project Documents (proposal, reviews, monitoring/evaluation reports, minutes, workplans, relevant to PWRP) Data and statistical reports Financial Documents 	

III. Quantitative Data Collection

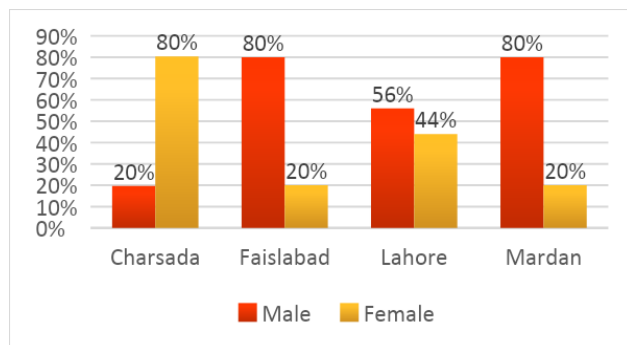
A rapid survey tool was designed, shared and discussed with the project team for their approval. The tool⁶ was tested with actual project beneficiaries (in Lahore) prior to finalization, then translated into Urdu for the actual survey in the project districts. A survey plan was developed and shared with the Project Team in advance to ensure the availability of respondents and enable monitoring of the field work. A team of enumerators (02 male and 03 female) were oriented to administer the tool in their respective districts. The respondents were selected by ensuring the participation of all sex and member categories, participation from all project areas with maximum trades, age-group and unions. The criteria for the field survey were:

- Sample Size 201 (rounded to 0.7% of 2,880)⁷ (118 Male and 83 Female)
- 04 Districts (Lahore, Faisalabad, Mardan and Charsadda - Approx. 50 respondents from each district.)
- Sex Disaggregation (59% Male and 41% Female)

The participation was quite balanced in Lahore (M56%/F44%), Charsadda (M20%/F80%) has more female unions while more male-dominant unions were selected in Mardan (M80%/20%) & Faisalabad (M70%/20%).

IV. Qualitative Data Collection

A desk study and literature review:⁸ key project documentation, including the initial project proposal, work plans, monitoring reports, implementation reports, monitoring reports, project brochures, presentations, dissemination materials, relevant correspondence, and other thematic resource materials were reviewed to help in analyzing the overall purpose of the project, its components, related outputs and outcomes, implementation, structure, framework, teams, and partners' capacities and the roles they played in overall project delivery. The review also helped in the development of qualitative tools i.e. a mini workshop with project management and staff in Lahore and the development of FGD guidelines, IDI instruments and quantitative tools for field assessment.



A one-day **mini-workshop** was held in the LEF office in Lahore, with project directors, organizers and field staff to get the initial information, mandate and expected outcome of the project with evidence and examples, prior to visiting the core beneficiaries.

⁶ The Survey tool (English and Urdu) is attached as **Annex 02**

⁷ List of survey respondents is attached as **Annex 03**

⁸ List of documents reviewed is attached as **Annex 04**

Field visits and group discussions were held in Lahore, Faisalabad, Charsadda and Mardan, which allowed direct observations and meetings with union leaders, activists, union members, workers and project field staff directly or indirectly involved in the project's results and/or providing future dissemination channels. Approximately 16 FGDs⁹ and group discussions were carried out in 04 districts with union members, leaders, and activists. The following were the base criteria for the selection of FGD participants:

- Randomly selected 08-10 members for each FGD
- Participation of both male and female members in FGDs (separate FGDs for Male and Female members)
- Geographical selection of participation
- Geographical representation in respective districts
- Gathered at central location for 60-90-minute discussion.

Interviews with Associated Institutions / Stakeholders¹⁰: Members of the stakeholder institutions and several influential people were interviewed to cross check the information collected from the surveys, FGDs and documentary information during the desk review and the mini workshop: these included the union leaders, representatives of provincial labor departments and international organizations focusing on unions and workers e.g. the ILO. Remote interviews were carried out with Labor Department staff in Punjab and KP where physical meetings were not possible. The activists and mobilizers were also contacted through phone and Skype (after physical meetings in their respective districts) for the verification of case studies and best practices.

V. Data Analysis and Development of Findings

The accuracy of the quantitative data analysis was assured by using SPSS software to systematically analyze, code, cross-reference, and comment. Qualitative data was gathered through interviews and written input, with a clear trace back to the evidence underpinning the findings.

VI. Challenges and Limitations

These respondents were selected with the aim of providing representative perspectives and enabling a balanced assessment of the project's intended outcomes and impacts. The following were the key challenges faced by the evaluator:

- It was difficult to gather women HBWs during the day, because the time required affects both their working hours and their domestic responsibilities.
- It was culturally difficult to interact with female workers due to language barriers and the conservative KP culture. Although the translator (an LEF field mobilizer) did an excellent job, it was difficult to ensure mutual understanding.
- The sessions were carried out on Sunday due to the heavy schedules of male/female factory workers. Most of them are contract workers, who cannot spare time for such activities.

Some of the members (e.g. formal sector textile workers) were anxious that participating in meeting related to union formation and organization, might lead to them losing their jobs in the factories. The FGDs were held in the evenings and on Sundays to overcome this issue.

⁹ List of FGDs is attached as **Annex 05**

¹⁰ List of persons met and interviewed is attached as **Annex 06**

2. Introduction and Background: Trade Unions in Pakistan

a) Status of Trade Unions in Pakistan

Constitutional and Legal Coverage: Constitution and Labour law provide for freedom of association and allow workers and employers to join and form unions. The Constitution also supports freedom of association, subject to any reasonable restrictions imposed by law in the interest of sovereignty or the integrity of Pakistan, public order or morality. Trade unions in Pakistan are regulated under the provincial Industrial Relations Acts. Under the Constitution of Pakistan, Labour is considered a shared responsibility of the federal and provincial governments. The latest Industrial Relations Act was promulgated on 12 March 2012 by the President of Pakistan. The National Industrial Relations Commission (NIRC) was established under the Labour Policy, 1972 as a quasi-judicial authority to promote genuine trade unionism, setting up industry-wise federations of unions at the national level. According to NIRC, in 2016 there were 1,390 trade unions with 1.4 million registered members in . There are 16 registered federations. The ratio of total union members to total employment is approx. 3%. The rise of the trade union struggle was seen during the 1968 movement in Pakistan, when leaders of major unions and Federations joined hands against President Ayub Khan in the first week of March when they organized a march as part of the workers' "demands week". In the aftermath of the 1988 elections, Benazir Bhutto came into power, during which time she was under pressure from the World Bank and the IMF to adopt privatization policies which were continued by Prime Minister Nawaz Sharif. Owing to this unionization process, contractual labour was introduced, which reduced the bargaining power of unions. During the Pervez Musharraf period, the struggle of the PTCL workers against privatization attracted many activists to form alliances.

Workers' Unity Dilemma: With an estimated 63.34 million workers in total, Pakistan has the 10th largest labour force in the world¹¹. Besides federations and confederations, there are 945 trade unions currently active in Pakistan, with their combined membership standing at 1.8m. In absolute terms, the number appears gigantic; but in the larger picture, only 3% of the Pakistani Labour force is unionized. Without a doubt, trade unions in Pakistan are on their deathbed, perishing to an unceremonious end that is neither mourned by workers nor by industrialists. The once-mighty trade union movement has been unable to form a response to the specter of contracts — short-term agreements, often negotiated at lower remuneration scales and limited benefits.

It is not that the working class in Pakistan is better off than its predecessors and is not facing any issues to bargain collectively for the greater good — only that they have lost the power to hit back.

Contracts were the owners' response to a trade movement that wasn't afraid to show its teeth; large swathes of working people lost their ability to organize effectively or campaign together once contracts were introduced since the permanence of their job became merely fleeting.

Despite a glorious tradition of struggle and sacrifice, trade unions in Pakistan have been unable to push back the specter of contracts

Contractual labour does not have any long-term affiliation or loyalty with the industry. They know that they are sitting on the edge and any 'negative' act [in the eyes of employers, this often translates into unionism] will cost them their job.

Labour laws relating to trade unions or the Industrial Relations Act (IRA) 2012 do not enable workers to form unions. There is also very little room for those who are already organized in trade unions to bargain for the collective rights of workers. Perhaps most importantly, workers are not aware of the provision of Labour rights that the law still has for them. There is a tiny minority of (about 1%) of organized workers, most of whom are in the public sector, which is also shrinking.

¹¹ On death's door: trade unions in Pakistan, Published in Dawn, Sunday Magazine, May 1st, 2016, Mansoor Raza | Hasan Mansoor (<https://www.dawn.com/news/1255333>)

The IRA binds workers to identify an employer before forming a union. They should go to government offices for registration of their unions, but the registration is not possible before intimation of the employers. Employers normally sack those employees, thereby making it impossible for workers to form a union.

“Even the workers have been divided in religions, sects and ethnicities at the cost of their strength of unity.”

Legally, workers are divided into several categories: temporary, contract, probationary, permanent, casual, etc. Practically, only the permanent workers can form unions, but this too requires a lot of paperwork, and prior verification from the employer before the formation of union. Then the workers have to deal with the disabling environment of the Labour Department.

“Women, children and contract workers have no voice whatsoever because no labour leader represents them. The present labour leadership is old, male-centric, parochial and struggling for their withering survival,”

“There are examples of successful labour action, such as the struggle of lady health workers. They are not part of the mainstream leadership.”

Health and Safety: Similarly, the Factories Act (1934) catered to the conditions of work and employment and health and safety of workers. It is still theoretically enforced in Pakistan and a ‘good law’ in general, but in practical terms, it is not being implemented.

The Labor Inspection Law introduced an inspection system and made it mandatory that every factory should be inspected by the government-appointed inspectors, at least once a year. The inspectors were mandated to check safety and hygienic conditions including provision of lights, ventilation and toilet, at workplaces.

**“We have more than 100,000 factories in the country, for which we have just 541 labour inspectors with just 17 women. That means if a factory is inspected today, it requires at least 50 years when its turn will come.
(A statement by Piler Chief)**

Sources:

- Wikipedia
- *On death's door: trade unions in Pakistan*, Mansoor Raza, Hasan Mansoor, DAWN, May 01, 201

b) Background of the LEF

The Labour Education Foundation (LEF) has been working on different Labour-oriented issues "to organize, capacitate and advocate for workers' rights and provide informed input to trade unions and various civil society organizations for promoting workers' rights". The LEF had implemented a number of "Adult Literacy Centres" in various localities of Lahore and many of its teaching staff and learners have been seeking more proactive roles for themselves. LEF conceived the idea of utilizing its experience and these contacts to further the cause of workers' rights. It was thought to form community level organizations that were to work on a self-help basis to find alternatives to the problems facing their respective communities, establishing links between the communities and relevant government institutions and forming partnership with relevant organizations to promote the rights of labourers.

Pakistan is an information deficit country, in labour as in other areas. Information and data regarding industrial workers (formal or informal), trade unions and their members is either not available or is unreliable. The industrial registration process is quite weak. The majority of big industrial units are registered due to their bilateral contractual requirements, while the small ones do not bother to adhere to registration with the government: this keeps the workers completely outside the purview of national labor data. The following visible gaps, limitations and situation of unions were the basis of the PWRP project. The sources of data on these gaps were LEF's organizational experience through various interventions with workers, trade unions and federations. The gaps¹² included: lack of information, lack of organizational skills and labor compliance, knowledge sharing practices, issues of inclusiveness, financial dependency, lack of management skills and competencies, employment trends, wages compensation and standards. The donor's interest was based on the gaps identified by LEF and it took a year long process to assess the implementing capacity of LEF. The

¹² Details about each gap category are given as **Annex 07**

project was the result of the thinking process which was presented, discussed and approved by Bread for the World (Brfd) for a threeyear funding period.

c) Project Introduction

Implementing Arrangements

The **Promotion of Workers' Rights in Pakistan** project was carried out by LEF with ultimate responsibility for the project's timely implementation, in collaboration with donor Bread for the World (Brfd, Germany). The project was started in April 2017 with an expected completion by the end of March 2020. As per the project objectives, the 03 year **PWRP** project was to be initiated in 04 districts of Punjab and Khyber Pakhtunkhwa to help 15¹³ local workers /trade unions of formal and informal sectors.

Goal	Objective	Indicators
Promote, strengthen and defend the right to organize, to enable workers to secure their economic and social rights.	15 workers organizations or trade unions in the informal or formal sector in 4 districts of Punjab and Khyber Pakhtunkhwa, are capacitated to increasingly demand the social, economic and political rights of workers, in particular the right to organize.	<ol style="list-style-type: none"> 1. Enhanced capacities of 15 federations, trade unions and home based workers groups to represent the interest of their members are strengthened according to a scale of organizational capacity 2. A group of 20 Activists (5 in each district) is trained in the promotion of social, economic and political rights of workers. 3. At least 25 cases of work related problems or conflicts are facilitated by LEF through providing legal aid, information and support.

Project Areas Profiles

There are several reasons for the choice of project districts. All have men and women union members, and the unions are in both the formal and informal sectors. The women and men HBWs also face similar workplace issues. The status of unions and union representation is comparatively better in Faisalabad and Lahroe than in Mardan and Charsadda¹⁴.

Project Stakeholders & Beneficiaries

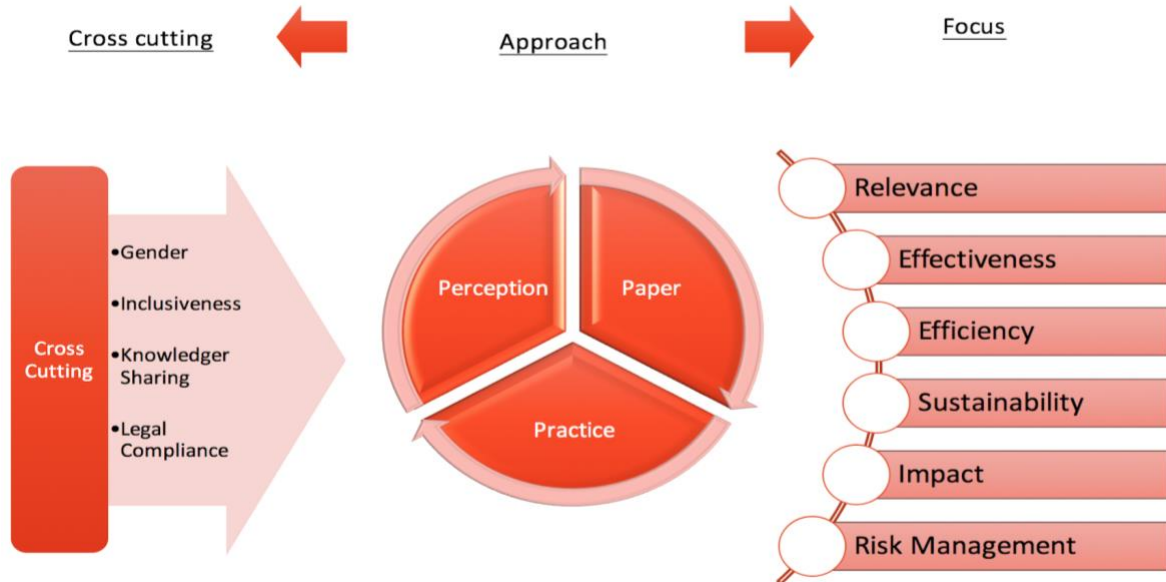
Stakeholders and beneficiaries are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the PWRP-LEF project. These stakeholders are potentially benefitted by the PWRP activities e.g. union leaders, workers, activists, community members, etc.

¹³ List of Selected Unions by District is attached as **Annex 08**

¹⁴ Brief profile of the project areas is attached as **Annex 08a**

3. Evaluation Approach & Framework

The following assessment approach and framework was used to evaluate the project.



Cross Cutting	3-P Approach ¹⁵			Main Focus
The gender mainstreaming, inclusiveness, participation and information sharing during the project would be an important component to be considered as cross-cutting theme of the project, which not only shows out of the box thinking at the planning and designing but it will also highlight the structure of the project under specific circumstances.	Paper assessment essentially refers to the document review, where the purpose is to find out how the project overall objectives are enshrined in various project documents i.e. proposal, LFA, Indicators, work plan, etc.	Perception assessment is about finding management, staff and beneficiaries' perceptions about the project results and outcomes and how they perceive them and how it was translated into practice.	Practice assessment results from evidence-based, in-depth review of the degree to which project interventions have been put in practice. How it is understood by the senior management, how it is practiced by the project staff and demonstrated at the beneficiary level.	The central focus of the evaluation is the relevance, effectiveness, efficiency, sustainability and impact assessment. A list of questions under each category will be refined to obtain necessary information. The list of questions provided and concerns shared by the organization will also be considered as a starting point for the collection of information.

a) Evaluation Criteria

As per the TOR, the project proposal and relevant documents were used as basic framework to structure the report. The OECD/DAC¹⁶ evaluation criteria— effectiveness, relevance, efficiency, sustainability, and impact was thoroughly applied in this evaluation with gender, inclusiveness and knowledge-sharing as cross cutting themes, where possible. Project performance rating was also assessed using UNIDO's 6-point evaluation criteria.¹⁷

¹⁵ The 3P approach is the evaluation consultant's own approach to see the project from different angles.

¹⁶ The five categories of basic questions outlined for evaluation purpose are given in the ToR in Annex 01.

¹⁷ UNIDO introduced a six-point rating system for the evaluation criteria in 2015, in line with the practice adopted by other development agencies, including the GEF (Global Environment Facility). The aim of the system is to quantify the judgment of evaluators, identify good and poor practices, to facilitate aggregation within and across projects and enable tracking performance trends over a period. The six-point rating system, with six (6) representing the best and one (1) the worst score, allows for nuanced assessment of performance and results. UNIDO Evaluation Manual, 2018. Independent Evaluation Division.

4. Project Performance Evaluation - Findings

a) Project Design

As mentioned above the project was conceived from identified labor sector gaps - including lack of information, lack of organizational skills, labor compliance, knowledge sharing practices, issues of inclusiveness, financial dependency, lack of management skills and competencies, employment trends and wage-compensation standards - compelled LEF to make their possible contribution to the situation. LEF is a well-known organization and implementer in the field, due to security, safety, NGOs status and unions'/members' mentality in the four project districts.

The project's **institutional networks** were well placed within the province and community organizational structures. For example, the project was led by an experienced lead organizer under the supervision of the director. The district based mobilizers were on board for devolving project management responsibilities under lead organizer in Lahore. The local decision-making structures at the union level was led by the union leaders of each selected union. The motivational and mobilizing factors were also put in place by having 20¹⁸ local activists (5 in each province) for the local communities and unions as the project approaches closure.

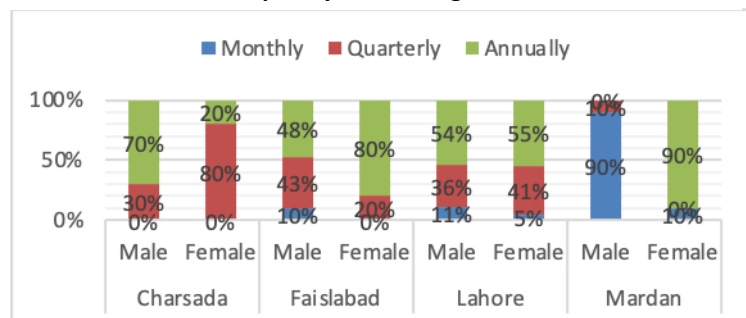
The project **hired** the mobilizers and selected volunteer activists from the same sectors, districts and unions who had sufficient knowledge of their area, their union, specific issues, concerned stakeholders with reputation in workers' communities. The Project's **capacity building** activities were implemented as planned. The selection of topics, trainers, material, language and other learning methodologies were as planned in the project proposal. The activists' group was expected to be a source of information during and after the project, in part because the material used for dissemination (presentation, calendar, newsletter, etc.) was not adequate for knowledge sharing.

The **linkage building** and partnerships among various potential project stakeholders, and fulfillment of commitments to local beneficiaries, is considered to be low. The union level structure was adequate while the institutional linkages were quite weak. For example, no formal MoUs, orientations or consultations were made with indirect beneficiaries, which could have had a positive effect on the project results. The project also played an important role in initiating, enhancing or improving the inter-union linkages between male to male (Lahore and Faisalabad) and male to female unions (Charsadda and Mardan).

The union's **sustainability** at the union level is in place. However, the roles of activists, mobilizers and union leaders were quite mixed up, which created ambiguity: *e.g.* the union leaders and mobilizer in one case is the same individual, playing a triple role in the project. Every union has a saving and membership fee collection system, which can be considered a sustainability indicator after the project closure. Project activists could have played a vital role in the project's **exit strategy** if this had been planned properly. One of the key activities of the mobilizers was to support and organize workers during and after the project in collaboration with activists: their contribution was quite visible in all four districts

The project included a component dedicated to monitoring and evaluation with the aim of ensuring effective project implementation. Although there was no structured M&E input or framework, the project team conducted approximately 144 monitoring visits (in four districts) and collected feedback and tried to incorporate as much information as possible in ongoing activities. Accordingly, to the survey respondents, the LEF team was meeting

PWRP Staff's Frequency of Meetings with Beneficiaries

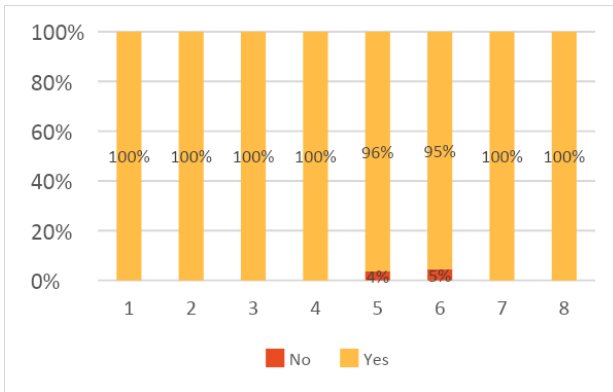


¹⁸ List of Project Activists by District is given in Annex 12.

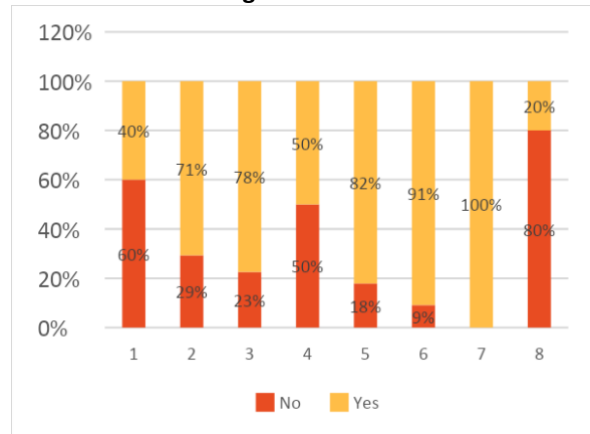
them on a monthly, quarterly and yearly basis. Due to the smaller number of women in Mardan, the meetings took place annually while the situation of Charsadda was the reverse, due to the large number of women HBW members.

The beneficiaries were quite satisfied with the level of their participation and consultation level in the M&E meetings. The majority of the respondents seemed satisfied with the decisions taken, based on their suggestions. The exceptions were the female community workers in Mardan and men in Charsadda due to their low representation in the program.

Consultation with Target Groups Regarding Project Activities



Incorporation of Target Groups Suggestions in Program Activities



The survey showed that the informal consultation process was satisfactory in all four districts. Community sessions were held in communities, local hotels (Charsadda) and markets (Chappal / Shoe market) to prioritize the workers' needs. A mid-term review was also planned during the project but could not held due to the shortage of funds (according to the Project Director).

I. Project Stakeholders' and Beneficiaries' Participation¹⁹

Stakeholders and beneficiaries are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the PWRP-LEF project. The participation of a stakeholder is mainly involved for information dissemination, consultation process, and their participation in project activities. There are two types of beneficiaries or stakeholders in any project, including the PWRP:

Direct Beneficiaries	Indirect Beneficiaries
<p>The PWRP has 15 selected unions, leaders of the selected unions, members (both male and female members form formal and informal sectors) of these unions, volunteers and activists and project staff who directly benefited from the project activities.</p> <ul style="list-style-type: none"> Selected Unions Union Leaders Workers' Groups Activists Project Staff 	<p>The non-members (from other unions, and communities), community influential, peer groups, family members (siblings, spouses and friends), media & journalists, provincial Labour department and employers' staff of formal sector who indirectly involved in project activities through their support, interest or influence.</p> <ul style="list-style-type: none"> Other Workers' Groups Community, Peer & Family Members Media Provincial Labor Departments Employers Staff & Representatives

II. Baseline and Pre-Assessment

Having previously identified several important issues and gaps in the labor sector, no a formal baseline or assessment were conducted prior to start the project. Since LEF was already working in these districts, an informal consultation process with workers, leaders, activists was carried out in time to time consultations.

¹⁹ The detailed analysis of the direct and indirect beneficiaries of the project with levels of their participation and support to activities is attached as **Annex 09**

According to the project team the relevant stakeholders including, union leaders, members, key trade unions, mobilizers of other LEF projects were involved and consulted for information sharing and by seeking their participation in project design. For example, semi structured public awareness campaigns were conducted prior to the start of the project, and consultation meetings were held with Government officials and CSO representatives for experience seeking and inputs. The FGD participants of Lahore did mention the ‘corner meetings’ arranged for workers, community members and their families. Since they were not aware of the scope of the project, they were not able to provide useful inputs at the design phase of the project. The union leaders, of all districts, were in loop at designing phase of the projects. *The rating for project design is “Satisfactory”*

b) Project Assessment

I. Impact

The LEF-PWRP project was introduced at the time and in a context when the trade unions of Pakistan are almost breathing death. In summary, PWRP has been instrumental in increasing the visibility and unity of workers in communities and work spheres, especially for female members. The increasing number of unions (e.g. LQM, Menat Kash and HBWs), has improved their influence on employers and vendors for compliance and human rights.

Due to the Project’s labor education, employers and their representatives are considering unions’ and members’ responses prior to taking hard/rash decisions. For example, the textile sector is consulting LQM for any decision regarding labor issues (said Mairaj in Faisalabad), and the carpet industry employers think twice before terminating a worker in Lahore, as no other worker will join the position without unions’ permission (according to an FGD participant as informed by a union leader in Lahore). The Philip Morris tobacco union in Mardan was not only reorganized at the provincial and national levels but took CBA status. The union is further organized at the tobacco farmer level. The union has also reacted to the current govt tax application on tobacco, which is under negotiation. It is expected that the similar efforts will increase the estimated three percent of the organized workforce to a higher number in the future.

The legal support system was very useful to the workers in fighting their cases, which they never did before, even if they were right. The members’ cases for the demand for their rights has increased and discriminating practices decreased due to the unions’ presence and pressure.

Workers are aware about work related issues, and bargain with employers and contracts where needed in the light of labor laws. The project inputs helped the workers of the casual, piece rate and home based workers categories to negotiate their rate (collectively in Lahore and Charsadda), and to ask for perks, facilities and raw material, which not only improved their confidence but uplifted their economic status through increased piece rates and saving through material.

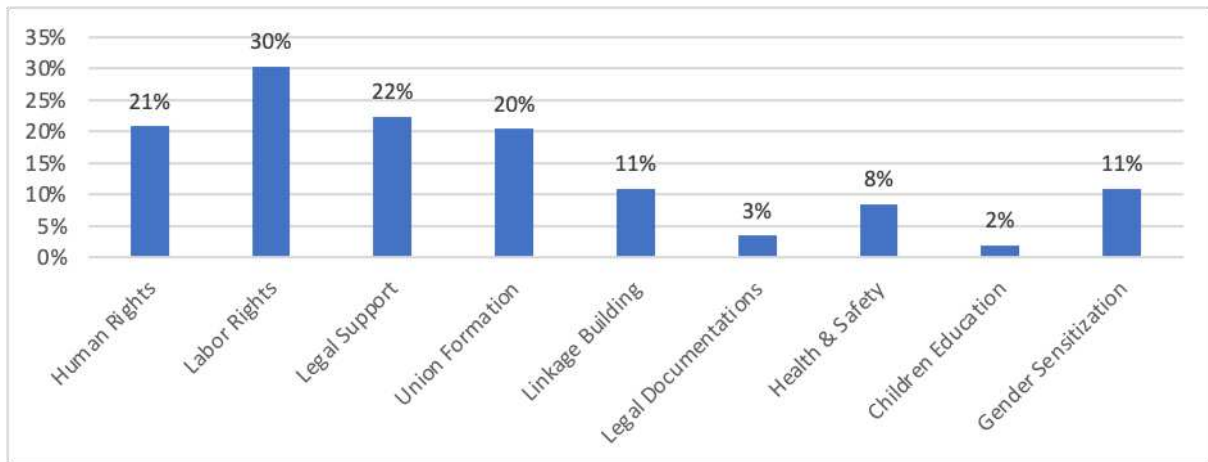
The accounts narrated below, gathered during the evaluation, show some of the effects on workers’ lives as a result of the project.

Their Own Words: Example of Achievements After the Training Session

District	Formation	Capacities	Empowerment
Lahore	<ul style="list-style-type: none"> The HBWs are organized and negotiated the piece rate with contractors, which was raised from Rs. 30 to Rs. 40. They also insisted to provide gum with raw material which he agreed too. 	<ul style="list-style-type: none"> The gender training was very useful: before our men used to restrict us to the house and mobility was an issue. Now after the training we are confident and our mobility has increased. 	<ul style="list-style-type: none"> Our family is consulting us on family matters and considers our suggestions. A group of females in Lahore collectively negotiated the gas supply (through protest), which forced Natural Gas Department (SNGPL) to change the route so it is suited to the local community.
Faisalabad	<ul style="list-style-type: none"> Local unions have held massive campaigns to mobilize (male and female) workers in the textile sector. Women are mobilized and encouraged in textile sector. The men were previously restricted to power loom 	<ul style="list-style-type: none"> Gender discrimination sessions were very useful (Humaira, LQM). My auntie used to abuse me at home and humiliate me, after the training I talked to my family 	<ul style="list-style-type: none"> LQM has agreement with employers on implementation increase of wages. Compensation case in Faisalabad was filed after reading the information on the

	<p>work but now they are reached entire industrial sector including garments, hosiery, home-based manufacturing. The trade specific unions are also under process.</p> <ul style="list-style-type: none"> • LQM (Labor Qaumi Movement) has now registered female members. They have set the per meter rate for power loom workers, which is applicable to the surrounding districts of Faisalabad. • The worker earning 10-11K per week now, only due to the Union's efforts. Workers went on strike for 34 days (under the union leadership) to get their demands approved. 	<p>members and now they don't listen to my aunty.</p> <ul style="list-style-type: none"> • Smia, Sitara Textile: one of our workers was harassed by her supervisor. He used to harass her by threatening to sack her if she did not agree to his demands. She complained to the seniors, they fired her. She then asked me for help, I took her to the authorities and got compensation of Rs. 30,000. • Established social security committee, who visited brick kiln workers and ensured they had social security cards. They also worked to ensure no child labor and to get the children in the school. 	<p>calendar and other materials.</p> <ul style="list-style-type: none"> • 34 workers of different sectors including 10 women got wage compensation by the joint efforts of field organizers and other workers. 19 workers were also reinstated in their jobs. • 16 textile and garment workers were sacked from the job for requesting a wage increase. Among them 3 workers requested to LEF for their legal support. Their cases of wage compensation were filed and they received the amount.
Mardan	<ul style="list-style-type: none"> • The unions were almost dead in KP, which is revived and now females more empowered than male. • Workers of Philip Morris Pakistan Limited organized protests on a daily basis in the month of July and finally 684 workers were reinstated in Mardan. Labour Department is stopping Khyber Tobacco Company management to terminate the workers. • Discussions were made for releasing medical bills of workers well on time under the social security department. • The HBWs members are increased from 1500 to 4000. We are also united with Mardan union. • The Union was registered four years ago with 800 members and now has 2,500. Other HBWs are also asking for membership. The HBWs are further organized for data? nto sub unions i.e. data collection, stitching, bedsheet group, crochet group, etc. 	<ul style="list-style-type: none"> • Thinking has expanded towards gender sensitization. We also informed our families about the sensitization, which also helped but there is still a need for more sessions for our male members. 	<ul style="list-style-type: none"> • Philip Morris – Case study, General Secretary of the National level union, CBA union. He further organized at distribution and tobacco farmers' levels.
Charsadda (Female only)	<ul style="list-style-type: none"> • In a culturally conservative area like Charsadda, female HBWs are mobilized more than other areas. • HBWs in Charsadda became confident after attending the sessions. They increased their membership. They organized a demonstration in front of the Press Club for the demand to recognize HBWs. In the area of Rajjar, Charsadda there is a vocational centre for females in which they learn stitching but the machines had been out of order for a long time. Home Based Women Workers Union (KP) demanded that the TMO repair the out of order machines. He released 10,000 PKR for the repair of the machines. • The lace and Ice-cream stick maker HBWs protested collectively to negotiate a higher piece rate which was increased with union leader in consultation with members 	<ul style="list-style-type: none"> • Mobilizers translated the material in respective regional languages for better understanding of workers. • Communication improved, our male members now listen to us and respect our decisions. • Gender discrimination is reduced, we give same food to our girls too. We enrolled our girls in school. After LEF training we reduced the difference between boys and girls at home. • We learnt about health nutrition (Shamia), after health and hygiene training we were informed about the alternate fruit i.e. Shaljam with fruit, we now eat raw vegetables for better nutrition. 	<ul style="list-style-type: none"> • Our mobility has increased • We are involved in decision making and convincing our family members. • We learnt about the personal health and safety (working hours, postures, light, etc.) • Girls Education is Improved (Sidra, my parents did not enroll me in the school due to local culture, but after LEF session I convinced my father to enroll my younger sister in the school) • Before we used to run behind MPAs for our solutions, now we learnt that we are the MPAs, constitution has given more power to a worker and citizen than everyone else. Now we are moving in the light of legal course and process.
<p>“Think before you Terminate” A majority of the carpet industry workers (90%+ in washing and finishing) is organized) and the union has been promoted to a CBA. As a policy decision, if a worker is fired due to any reason, no other worker will join the position until the termination case is reviewed by the Union. The decision has had a great impact on employers' attitudes, workers' respect and the visibility of the Union. <i>(Mr. Daud Khan, Trade Union Leader, Ittehad Labor Union Carpet Industries)</i></p>			

Training Topics Identified by the Beneficiaries



The rating for **impact** at this stage is difficult: it is based on the performance level of other components of the project which can be **“Satisfactory”**.

II. Relevance

The project activities were fully consistent with its goal, objective and beneficiaries’ needs in the respective provinces. Strengthening unions to form and organize members and workers have been identified as vital instruments to deal with the issues of the local working class.

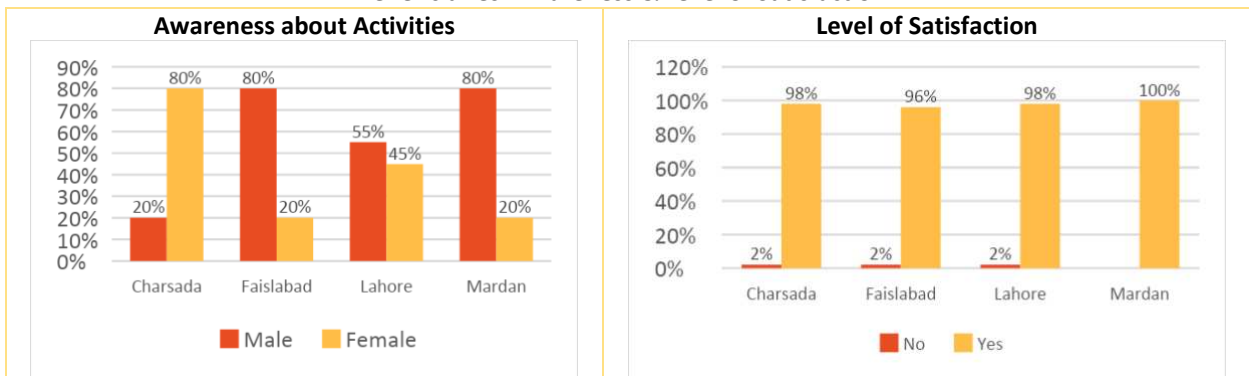
Compliance and Responding to Labor Laws and Constitutions

The project has made pertinent contributions to national law and international conventions. The LEF promised in their proposal to inform the key labor laws including the Industrial Relations Act, Factories Act, Bonded Labour System (Abolition Act), The Minimum Wages Ordinance, Protection Against Harassment of Women at the Workplace Act, The Employees’ Old-Age Benefits Act and Employees’ Social Security Ordinance.

The findings indicate that the project interventions contributed in more than the promised areas which directly or indirectly addressed the provincial and national labor laws and policies e.g. CoP Articles 11, 17, 18, 25 & 37e by increasing basic rights information; Industrial Relations Act of Punjab and KP by informing about labor rights, Payment of Wages Act, ILO conventions on Freedom of Association and Protection of the Right to Organize and Right to Organize and Collective Bargaining by uniting them and helping them to fight for their rights, Forced Labour, Minimum Age Convention, Worst Forms of Child Labour, Discrimination (Employment and Occupation), Equal Remuneration, Workplace Harassment Act and CEDAW articles through gender inclusiveness trainings.

The project has filled a significant gap in the labor sector which has not even been considered by other concerned stakeholders i.e. formation of union to unite trade-specific workers, collective bargaining and advocating labor rights.

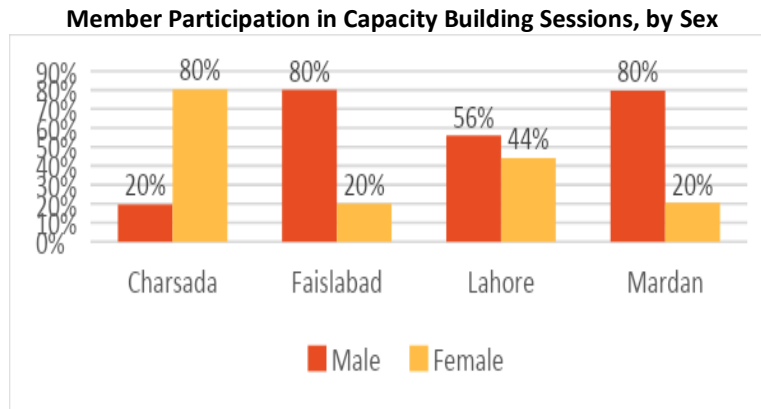
Beneficiaries’ Awareness & Level of Satisfaction



The survey respondent shows complete satisfaction with the activities. The activities addressed the needs of the beneficiaries of all four regions.

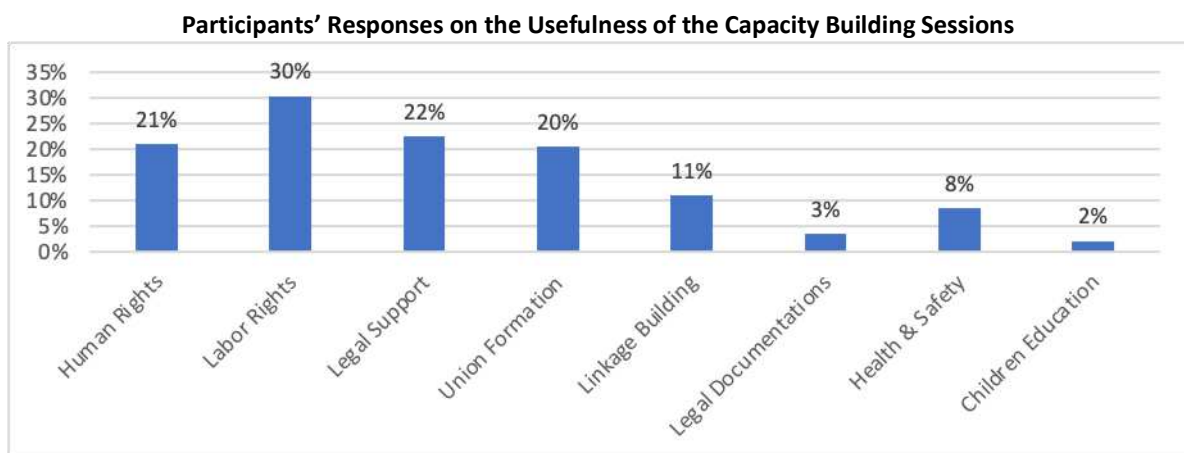
Capacity Building

Approximately 2,880 individuals went through the orientation in all four districts during monthly sessions since the project began. A total of 540 union members in Punjab and 180 union members attended training sessions in KP.



According to the evaluation survey, the highest number of women attended trainings in Charsadda, 80% male and 20% female attended trainings in Mardan and Faisalabad while the participation of both sexes in Lahore was almost the same.

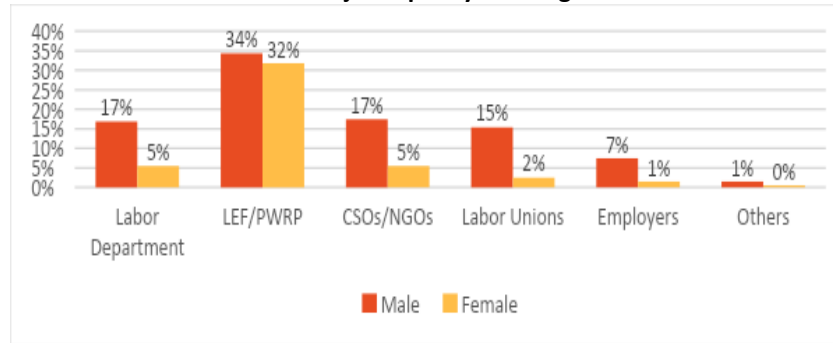
As mentioned in the project document a comprehensive capacity building program²⁰ was designed, keeping the time and resources in mind. Workers' and unions leaders' capacity was built on human rights, labor rights, union formation and registration process, workplace safety and health, gender sensitization, gender based violence, social protection, wages and compensation. Almost everyone (99.5%) of the survey respondents found the training useful.



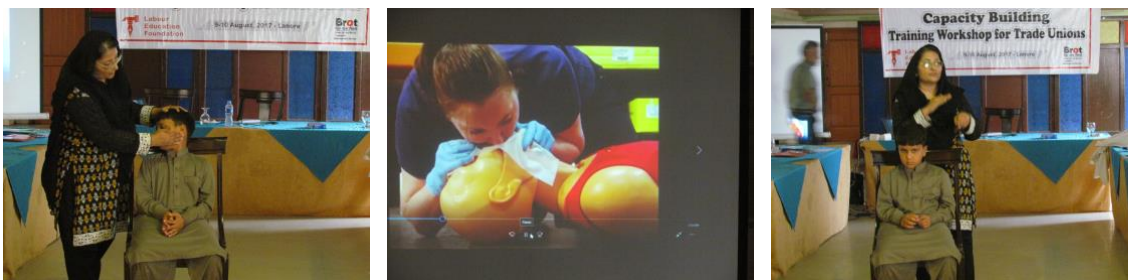
Awareness about labor rights, human rights, information regarding union formation and support provided for legal cases were the most appreciated efforts by the project.

²⁰ List of trainings conducted under PWRP program is attached **Annex 10**

Sources of Major Capacity Building Sessions



There were a few other sources of information and training for these workers (including the Labor Department, other NGOs and employers themselves) but LEF's PWRP project was rated by the project beneficiaries as the highest source of capacity building sessions by the workers.

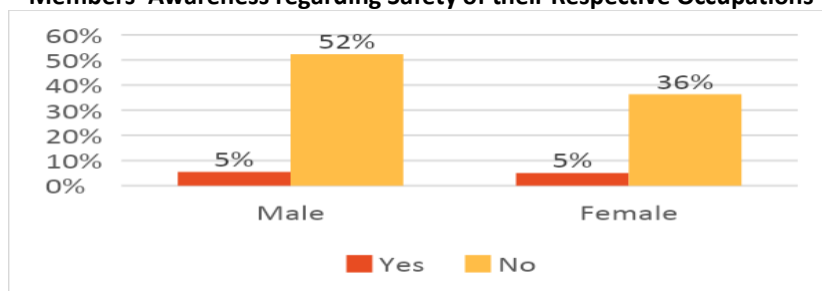


The beneficiaries indicate satisfaction (see above table “**Participants’ Responses on the Usefulness of the Capacity Building Sessions**”) with the topics selected for trainings (i.e. situation analysis of workers, existing Labour laws, workers’ rights, status of implementation of Labour laws, making and enactment of laws for home based workers, eradication of bonded Labour, occupational health and safety, gender awareness, protection of workers from violations, minimum wage and other existing and emerging issues.

Punjab and KP provinces have different languages but LEF used bi-lingual trainers or used translators where necessary. The trainers had a command of their topics with excellent facilitation skills and methodologies where language did not create any barrier. The FGD respondents of Charsadda and Mardan were exclusively asked about the medium and understanding of the trainings, which seems satisfactory due to the use of the local language or availability of a translator. Material was the only limitation of the capacity building programs. Participants were not provided sufficient handouts to take home to share with their families, spouses or siblings except the calendar and a newsletter prepared (initially printed and distributed no available on website only). The social media (Facebook and WhatsApp) could have addressed the issue of limited budget for the printing of material, but no consideration was given to these social media tools to disseminate the information.

The occupational safety and health was one of the capacity building components but it was not covered in any detail. A generic content was delivered to all formal and informal workers, although the working habits and realities are entirely different for each group. A trade specific OSH session could have been more beneficial to those attending the sessions.

Members’ Awareness regarding Safety of their Respective Occupations



The Project made changes, on the demand of beneficiary groups, during the implementation phase, in addition to the approved activity plan/LFA. For example, HBWs in KP requested to have a special session on wages which was delivered by the Associate Director, LEF. The schedule and timings of training session were changed in consultation with members and union management. LEF also provided financial support to the union for their referendum from their own sources; Labor Day (1st May) was also celebrated with labor in different locations and unions from LEFs' own resources.

Volunteerism and Activists' Support

The project activists (five in each district) played an effective role in the union, workplaces and in their communities and served as anchors between members, communities and unions. They were involved in workers' rights campaigns, participated in training workshops and attended meetings organized by other organizations. They volunteered in helping to create a vast group of capacitated workers who can play a role in empowering others. Following are some achievements of activists from the project areas:

- Lahore**
- Two workers from the garments and textile industry (in Lahore) filed cases in the Wage Compensation Court and got their wages issues resolved.
 - Activists were part of a protest for reimbursement of wages to the workers of the Orange train who were not paid three months' wages. The protest resolved their wages issue.
 - Mr. Mahmood Butt (who passed away in February 2019) who was also the General Secretary of the Pakistan Bhatta Mazdoor Union became a member of the District Vigilance Committee (DVC) in Lahore in December 2017. DVC is a government tripartite structure to work on Bonded Labour issues.
 - Mr. Niaz Khan attended meetings on issues of textile and garment workers organized by GIZ in November; the subjects were wage negotiation and collective bargaining by the ILO in December. He shared information about workers' issues. He also met with the Labour Department for the registration of the *Chokidaran* (security guards) Union.
 - One of the activists who is a member of the All Pakistan Workers Confederation (APWC) and is President of the Confederation for Punjab Province initiated a request within APWC to write a letter from the General Secretary of the APWC to the Prime Minister of Pakistan in October 2017, for the restoration of the union in the National Database and Registration Authority (NADRA). In response the Prime Minister took notice (November 2017) and asked the Interior Minister to inquire about this matter. It is still in process (Lahore).

- Faisalabad**
- Activists from Faisalabad were the main leaders of the campaign to implement the increase in minimum wages announced by the Government in the budget of 2017-18. As there was very weak implementation of this increase in the power loom and textile sector workers, a protest campaign was organized by the Labour Qaumi Movement. Resultantly the wages were increased up to 10 %. The activists played a vital role in motivating workers to get involved in unions so the membership of LQM has increased from 3,000 to 3,500 including 200 women during the project life.
 - Activists were also part of a rally against government policies of duty-free imports from China due to which many power loom factories in Faisalabad were being closed by employers without any legal process. Workers were losing jobs and were not getting proper compensation due to this illegality. Activists along with the leadership of LQM held meetings with officials of the Labour Department and they assured to give relief to the power loom workers.
 - Two disputes were resolved among workers and factory owners; one each in Faisalabad and Mardan. In both cities factory gates were closed for union leaders. With support from Field Organizers and Activists the Labour leaders intervened and solved the problem by negotiating with employers and union leaders were allowed to enter the factories.
 - Wages of around 400 power loom workers in Faisalabad were raised after the Activists approached Labour Department officials in Faisalabad and Lahore for implementing the increased minimum wage rate
 - In some of the factories in Faisalabad. Pensions of sanitary workers in Faisalabad district were restored after negotiations by Activists with the Director, Labour.

- Mardan**
- The Activist, who is also a member of the Social Security Board in KP Province, visited the Social Security Dispensary in Mardan and raised the issue of increasing the percentage of medicines from multinational companies. The purchase was increased from 25% to 80% for good quality imported medicines, due to which quality medicines are now available in social security hospitals and dispensaries.
 - Workers residing in a Labour colony of KP raised the demand for the ownership of their houses. The application was filed in the Workers' Welfare Board but it was refused. The case was then filed in Peshawar High Court in June 2017, which was won by the workers. But the Workers' Welfare Board again took a 'stay order' from the Supreme Court in August 2017 against the decision of the Peshawar High Court. The struggle to get ownership is ongoing and Activists in Mardan district are an active part of this struggle for ownership of houses.

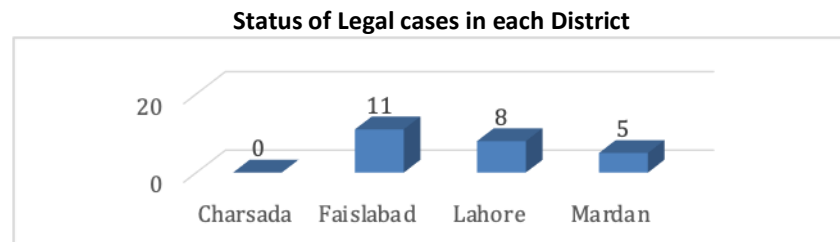
- Activists from Mardan district took part in organizing a protest demonstration against the illegal termination of union members and other workers from jobs at the Philip Morris Tobacco Company. Due to the protest pressure has been put on the management and they have started sending messages to union leaders for negotiations.
- In Mardan district, through visits of Field Organizer and Activists, a close liaison was developed with the social security department and problems of medicine delivery and delay in cheques for treatment were solved.
- Activists helped union leaders of Rehman Cotton Mills in Mardan District to organize a demonstration for reinstatement of union leaders. The activists and the workers of Philip Morris Pakistan Limited negotiated the reinstatement of 684 seasonal workers and 60 permanent workers.

Charsadda

- 79 new members were recruited to the Home Based Worker' Union in Charsadda District after visits by Field Organizer and Activists.
- Activists in Charsadda district started visits of markets to find new opportunities for selling products of home based workers for increase in their income.
- HBWs in Charsadda became confident after attending the sessions. They made 70 more home based women workers union members. They organized a demonstration in front of the Press Club for the demand to recognize HBWs. In the area of Ranjar, Charsadda there is a vocational centre for women in which they learn stitching but the machines had been out of order for a long time. Home Based Women Workers Union (KP) demanded that the responsible government department repair the machines. The Department released 10,000 PKR for the maintenance of machines.

Legal Support

Linkages were established with lawyers to provide legal aid to workers where required. Initially Rs. 5,000 was allocated for legal support to one worker, which was negotiated by the union leaders and increased from Rs. 5,000 to Rs. 20,000 per case. A total of 25 cases²¹ were identified and facilitated. Links with lawyers and legal advisors were developed but workers (in Mardan) also requested that full time support or staff for the documentation and follow up of their legal cases, as neither the leaders nor workers are capable of the necessary documentation.



Note that the HBWs of Charsadda are working from home. They are not covered under any law or legal bonding with any industrial setup or employers, due to which no legal case were identified or resolved under this project.

Although the topics of the orientation and training sessions were quite useful for all the beneficiaries, no separate capacity building plan was prepared for different project categories e.g. management and documentation related sessions could have been arranged for union leaders and management. Although activists were meant to disseminate information at the grassroots level, no TOTs or facilitation skills training was designed for effective delivery. Workers, during the FGD, mentioned that more sessions on motivational, organization, and negotiations should be arranged for formal workers while product development and backward/forward linkage-building sessions should be arranged for home-based workers for their economic uplift. The number of events and activities were quite small in relation to the number of workers. Each group had the opportunity of training after months of waiting²², by which time the spirit and motivation is reduced. More frequent sessions on multiple topics can bring more result-oriented change in the workers, their unions, and organizations. The activists were invited to all monthly orientation sessions but as they were volunteers they could only attend when they had time.

The rating for relevance is **“Highly Satisfactory”**.

²¹ List of legal cases resolved under PWRP project is attached as **Annex 11**.

²² Detailed Activity Plan is attached as **Annex 12**.

III. Effectiveness

Promotion of workers' rights was highly pertinent to international and national priorities, the needs and interests of its beneficiaries, fully aligned with LEF and the donor's priorities, and well-suited to the labor unions' mandates, competencies, and strategies for inclusive and sustainable industrial development. Therefore, the project has been assessed as highly relevant. The Project's effectiveness was assessed by looking at the extent to which its overall objective, outputs and outcomes targeted in the project proposal, are expected or can be achieved in the remaining phases of the project or considering their relative importance.

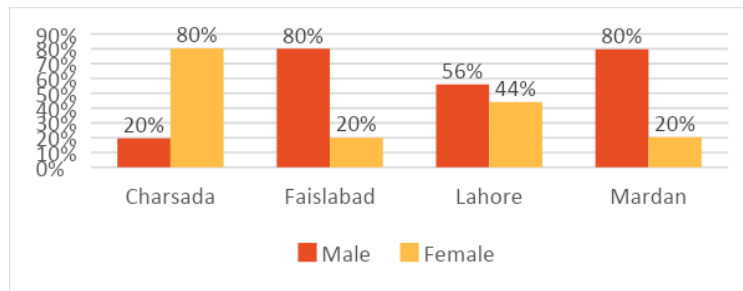
The project's stated objective was formulated in terms of promoting organizational culture in formal and informal sector of selected districts through awareness of rights and legal support to workers and unions. The project's effectiveness with respect to its achievements are shown in table below:

PWRP Project Achievements, April 2017 to June 2019

#	Indicators	Qualitative	Quantitative	Status
1	A group of 20 Activists (5 in each district) is trained in the promotion of social, economic and political rights of workers.	<ul style="list-style-type: none"> Visit made to factory areas for the situation assessment of workers in respective industries. Awareness raising sessions with workers to manage and resolve their issues with unity. Cases of conflict management between workers and factory owners. Establishment of close liaison with social security officers. Liaison with Departments of Labor for pursuing and inquiry of workers' pending cases. Meetings with local political leaders to inform them about the labor sector issues for future legislations for formal and informal workers. 	<ul style="list-style-type: none"> 20 Activists (5 per district) identified and brought on board 	Achieved
2	The capacities of 15 federations, trade unions and home based workers groups to represent the interests of their members are strengthened according to a scale of organizational capacity (to be developed).	<ul style="list-style-type: none"> Conduct project orientation sessions for understanding and onboarding stakeholders Conduct of various thematic capacity building workshop for union leaders, activities and office bearers. Conduct of monitoring visits to assess the progress and collect feedback for future interventions from formal and informal workers. Meeting with federation leaders and collection of information about their efforts regarding workers' rights. 	<ul style="list-style-type: none"> 15 Federations 18 Unions on board 13 CBTW conducted 75 monitoring visits 24 meetings 	Over Achieved
3	At least 25 cases of work related problems or conflicts are facilitated by LEF through providing legal aid, information and support.	Orientation session on legal protection of workers and grievance mechanism. Identification and approval of cases and legal process. Nomination and appointment of legal professional	<ul style="list-style-type: none"> 24 cases identified and legal support provided 16 cases resolved 09 cases in process (*) 	Achieved

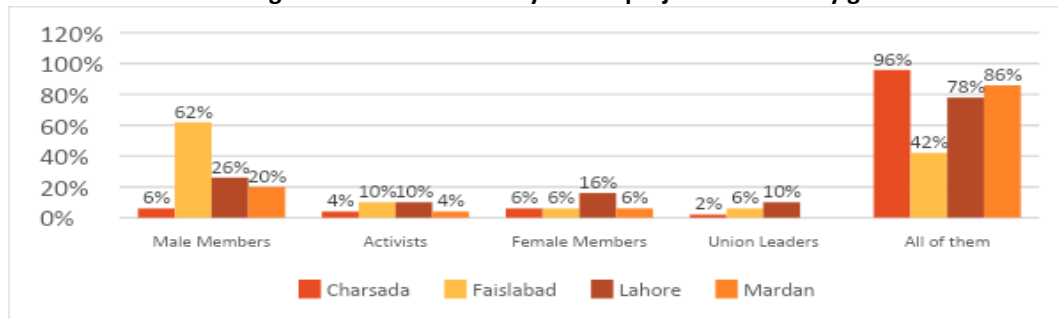
Note: The details and status of each qualitative Indicator are provided as Annex 01. (*)The Project still has 09 months remaining, so the legal cases may increase and reach the "Over Achieved" status.

The table below shows that all segments of the beneficiaries were equally benefited from the project interventions, although men fared slightly better than the women due to their presence in the labor sector, while the activists and the unions themselves report feeling empowered due to the project interventions.



LEF had anticipated some positive outcomes of the project. The project will promote the discourse of citizens' rights in general and workers' rights in particular, especially in its outreach areas where men, women and minorities were acknowledged rights holders in terms of equality and equity. As per the responses from districts all categories have benefited both male and female workers but in Charsadda female members feel more empowered than in Faisalabad. Similarly, the male community members of Faisalabad and Mardan benefitted more than in the other two districts. The reason is evident due to the type of project unions in these areas.

The most benefited segment of the beneficiary due to project activities by gender and district



LEF further anticipates that a discourse about workers' rights will provide an alternative space to the people thereby enabling them to think differently by using a human rights lens. In a country where fundamentalism and conservative mindsets are deep rooted, organization of workers will be an addition to existing liberal voices and bodies.

The assessment of the project's effectiveness was undertaken at a more granular level by reviewing the achievements of the 03 outcomes under its objective "capacity building of 15 workers' organizations or trade unions in the informal or formal sector in 04 districts of Punjab and Khyber Pakhtunkhwa, to increasingly demand the social, economic and political rights of workers, in particular the right to organize".

The project's performance on its overall objective, as assessed by the targets and indicators outlined above show impressive results and justifies a "highly satisfactory" rating on effectiveness.

IV. Efficiency

Summing up the evidence, the project's performance on all three of its programme outcomes has been achieved or over-achieved, which led to a ranking of "highly satisfactory".

Implementation of Project Scheduled Activities

Sr .	Year	Scheduled	2017	2018	2019
1	Project Award	April 2017	Started on time		
2	Project Orientation		Done on time		
3	Hiring of Staff	Since the start of project April 2017	All staff was hired on time 4 Field Organizers One Lead Organizer		
4	Quarterly staff meeting	Quarterly scheduled	All done on time		
5	Orientation sessions	Scheduled one in a month	Done on time except few which were rescheduled and achieved later due to administrative issues.		

6	Capacity Building Training Workshops	Total __13 and 6 in a year__	All conducted on time		
7	Formation of New Trade Unions	Total 15 unions were brought on board. 06 registrations were scheduled	01 Registered	03 registered	01 in process
8	Provision of legal Support	Total 25 cases were planned to be supported	09 cases supported	04 cases supported	11 cases supported

During the period April to September 2018, there were many significant changes in Pakistan regarding the political set-up, which has had many social and economic impacts. The project beneficiaries' engagements and interest in the project activities was also reduced during that period.

International NGOs were banned both by the former and current government. The last three years were a difficult phase for the social sector as there was no concrete policy, framework or guidelines for the local CSOs for the implementation of their projects, due to the good leadership structure, these policies did not affect the project activities.

The unions are directly or indirectly in the influence of political parties (PPP, PMLN, PTI, etc.). The former Prime Minister Nawaz Sharif, his daughter Maryam Nawaz, his son in-law Captain Safdar, opposition leader Shahbaz and his son Hamza Shahbaz and many senior leaders were arrested. These arrests directly affected the grass- roots working of CSOs in Pakistan. These incidents did not affect the LEF-PWRP as much, due to their smartly selected staff of "union leaders and activists" who due to their own interest in the project, managed all the pressure to avoid delays. The Project completed all its activities in the given time frame, and no extensions were requested at any stage of the project.

LEF managed to mobilize affiliated trade unions in terms of extending their technical support and help to the project for registration of the (03) new trade unions, using their skills and knowledge base for the documentation of registration and support activities. The union leaders were also invited to conduct sessions at low or no expense. The LEF (PWRP) project established links with profession legal experts and brought them on board to provide information and advice about different legal issues on a regular basis. These legal experts also follow the workers' legal cases under this project. This legal expert group is in contact with union leaders and is expected to remain intact after the project.

The notion of efficiency was integrated into the project concept in that the PWRP was to be coordinated with other LEF projects and initiatives to create synergies. The project was embedded with existing LEF officers and staff, and mobilized resources from other projects with the aim of increasing penetration, scaling up, sustainability and organizational culture.

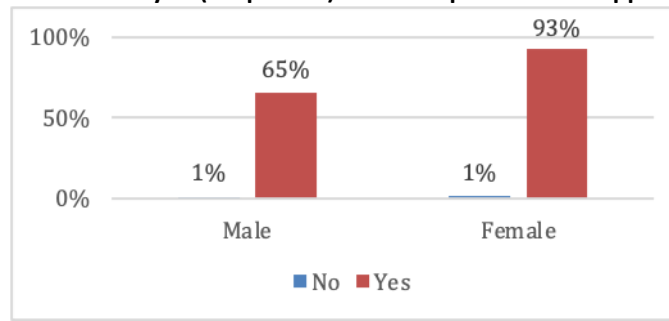
The rating for project efficiency is ***"Highly Satisfactory"***

V. Sustainability

Sustainability was not a conscious part of the PWRP project. No clear strategy or activities were seen for the exit strategy. Engaging the union leaders, hiring of activists for mobilizing more unions and members, establishing linkages with profession legal experts and bringing them on board to provide information and advice about different legal issues were unconscious efforts for sustainability of the project, which will help the unions to stay alive and active after the project activities closes.

Platform for Unity: The project formed, strengthened and capacitated unions to work independently for the protection of their workers' rights and provision of legal protection. The established linkages of union leaders with employers and legal experts will help them to live long. The union members are more confident (93% Female and 65% male) about the continuity of operations of unions and their support to workers after the project closes.

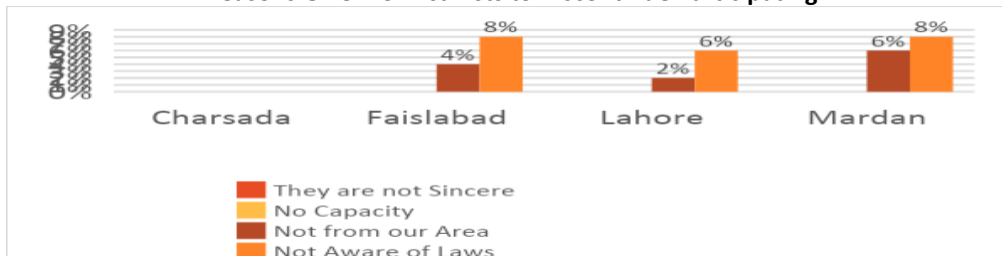
Confidence in Continuity of (Respective) Unions' Operations & Support, by Gender



Formation and organization: The workers' (both male and female) groups were organized during the project, oriented about their rights, helped to understand their issue and approaches and knock on the right doors for solutions. This formation of aware, conscious and energized social capital in the form of members would be a major component of sustainability and the ongoing transformational process in favor of workers' rights. The self-mobilization of peer worker groups due to the members' own participation in the project activities will be another element of motivating and mobilizing new workers to be part of the movement of workers' rights. A large number of groups (in Charsadda, Faisalabad and Lahore) were mobilized, formed and united, which is expected to increase in the future.

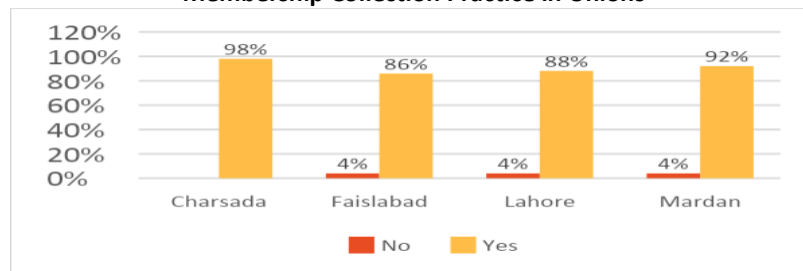
Peer Education and Activism: The project activists are playing an effective role in the unions, workplaces and in their communities, and will serve as anchors between members, community and unions. The activists (5 in each district) were involved in workers' rights campaigns in their respective districts and sectors of unions. These activists have participated in project related activities, training workshops, and meetings organized by other organizations. They are also helping to create a large group of better-informed workers, who can play a role in empowering others. The only fear of the members about the activists is that they may not remain involved in union activities due to their low levels of awareness about Labour laws. On the other hand, the majority of the beneficiaries in Charsadda are HBWs and their leader is also from the same village, which has reduced their fear of losing activists after the project.

Reasons Given for Activists to Discontinue Participating



Financial Sustainability: The members of union also contribute a nominal amount of money (Rs. 20 to 100) for the functioning of their unions. Although they are facing some difficulties in management and disbursement and re-collection of this amount, the element of mobilizing funds for the unions' 'financial sustainability' is very much there, which may be strengthened with specific activities.

Membership Collection Practice in Unions



The only issues with the collection are the management and consumption. The majority of the unions don't have bank accounts. One of the union leaders keeps the collected money privately. The project did not provide any training on financial or money management. The money is also used for the welfare of the workers and their family members, e.g. education, books, loans repayments, marriages, etc. Only LQM in Faisalabad has a good financial management system: they even pay monthly remunerations to their leaders (approx. 15-25000 rupees per month). The proper financial management is missing.

The rating for project efficiency is *“Satisfactory”*

c) Assessment of Cross-Cutting Performance Criteria

I. Gender Mainstreaming

Gender mainstreaming was addressed in the project design through the expressed intention to engage women home-based workers, women's unions and associations and female mobilizers to participate in all project activities. The project also highlighted the constitutional guarantees (to men and women) workers through specific laws in terms of conditions of employment, working hours, leaves, overtime, maternity leave and benefits, laws and procedures of union registration, minimum wage and the availability of old age benefits and social security.

The women segment of the project feel empowerment and recognition due to project activities. Some of their expressions, collected during district based FGDs, are as follows:

<p style="text-align: center;">Lahore</p> <ul style="list-style-type: none"> We organized, working together and negotiated with contractors to increase the piece rate from Rs. 30 to R. 40, which he did and also provided gum/glue on demand with raw material (Pony maker HBWs). After the gender training, we convinced our male family members for our mobility and now we travel to wholesale markets at our own (Female HBWs) 	<p style="text-align: center;">Faisalabad</p> <ul style="list-style-type: none"> One of our women workers was harassed by her immediate supervisor. He threatened her to fire her, if she rejected his offer. She complained to her management but no luck, she then sought a PWRP Activists' help. The activist not only got her relieved from the supervisor but she was compensated Rs. 30,000 from legal authorities (Smia, Sitara Textile)
<p style="text-align: center;">Charsadda</p> <ul style="list-style-type: none"> Our communication and mobility is improved, our male members now listen to us and respect our decisions. After LEF-PWRP training we are practicing equality in education and food, giving the same food to our girls (not like before), sending our girls to school, not like before. We learnt about nutrition and fruit alternates, we increased the raw-vegetables intake after health and hygiene training (Shumaila). Education is improved. My parents did not allow me for schooling but I fought for my younger sister and got her enrolled in school. (Sidra). Tajmina and Sidra is planning to start an adult literacy center on self-help basis, if material is provided by LEF. 	<p style="text-align: center;">Mardan</p> <ul style="list-style-type: none"> Thinking expanded towards gender sensitization, we also sensitized our family members. We are now involved in decision making at our family level.

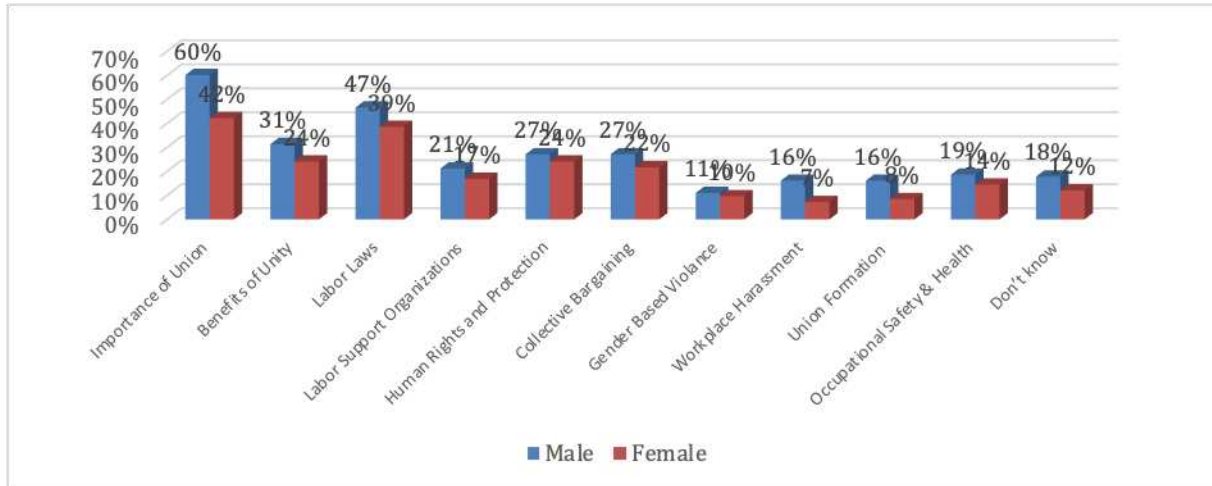
The LEF-PWRP anticipated positive outcomes to promote workers' rights, especially in the outreach areas, to acknowledge men, women and minorities and to ensure equity. The project ensured 30-40% participation by women in project activities through mobilizers. The number of women in the decision-making sphere in unions are still a question in Lahore, Faisalabad and Mardan.

In general, the project interventions directly or indirectly improved women members' visibility, social empowerment, legal empowerment, decision making, mobility, communication and negotiating skills.



Gender Discrimination and Status of Women in the Society

Impact of Capacity Building on Male and Female Beneficiaries



The gender sensitive, gender based violence and workplace harassment training also improved the status of women at the household level and helped in raising their voice against violence at workplace.

The rating for gender mainstreaming is **“Satisfactory”**

II. M&E Mechanism & Implementation

A mid-term review had been planned but could not held due to technical reasons. LEF made a number of monitoring visits in four districts for informal consultation process with workers, leaders, activists carried out time to time with specific agenda based on the field reports. The project also used two customized tools developed with the help of donor (i.e. Organizational Scale and Feedback form). The team developed various instruments i.e. Field visit reports, monthly progress report, union specific reports, orientation session form and legal support assessment form, etc. LEF has recently added a program development unit in their office. The unit may also look after the M&E component of all the projects, which will be useful for the remaining period of the project.

Through monitoring visits, issues like participation of women was also discussed during orientation sessions where separate sessions for male & female members were organized; quality of training venues were also observed, discussed and responded to by improving the venues.

Monitoring of the financial system was part of these meetings, where decisions were made regarding financial modifications e.g. discussions on improvement of reports, quality of invoices for expenses were discussed with field mobilizers, during field visits, the payment of legal cases was increased to Rs. 15,000 (from Rs. 5,000) based on availability of funds and demand from the community.

The rating for M&E Mechanism and Implementation is **“Moderately Satisfactory”**

III. Knowledge Sharing

Publications

- To raise awareness of formal and informal sector workers, employers, trade unions, Labour organizations and the general public, 36 monthly Newsletters (2,000 copies of each) were produced with an expected ripple effect to 20,000 to 30,000 persons.
- A poster and a Calendar were also produced for distribution. The information on the calendar was very limited i.e. title of the specific labor days in each month. A calendar with multiple pages with specific information of each topic would have been more effective.

Peer Groups

- The activists were intended to be involved as a peer group to disseminate the information at their level, which they did to the best of their ability. A special session on facilitation skills for activists would have been more effective, with an action plan to reach out to a certain number of unions and workers.

- The members also shared the learning with their spouses, siblings and co-workers. Although they were not provided extra material for sharing, they still verbally shared the knowledge they gained during the training sessions.

Social Media

- WhatsApp and other social media applications are very well-known in the communities: the project could have used this technology for disseminating information to those unreachable.

Affiliations

- The neighboring trade unions also supported the activities, leaders, members and unions in registration process, guidance and support in legal cases filing and follow up. The leaders of these neighboring unions also provided sessions on specific labor rights and issues voluntarily.
- A group of legal experts and resource persons were also brought on board to help and advice on various legal issues.

The rating for knowledge Sharing is “*Unsatisfactory*”

5. Recommendations

The following recommendations are offered to LEF and Bread for the World (Brfd) to improve the remaining and upcoming phases of the PWRP project.

1 - Strengthen of Unions

- Visioning Exercise of Unions: The union leaders may also need to hold 'visioning exercises' with members for their encourage and road map of their success.
- Unions Capacity Assessment: While onboarding Unions an assessment should be held to design a customized input for each Union starting from organization development, linkage building, community empowerment, mapping, assessments, strategic planning exercises, etc.
At the same time LEF should also conduct participatory assessment exercises with existing partner union so that capacity building program can be design accordingly.
- Registration: The new unions can be trained about the registration process. A step by step instruction with contact and information would be useful for all the new unions.
- Capacity Building: Unions capacity with respect to reporting, using social media, word processing and commuting, printing, communication should be enhanced. This can be done without any additional funds. The inhouse skills identified during assessment process should be used as peer education. A low cost strategy on "How" can be provide by the team.
- The Unions' may need more comprehensive inputs to improve their management and communication, financial management skills, data management and record keeping practices. Training can be organized for the leader and activists writing reports, documentation of legal cases, business communication, etc.
- Financial Management: The Unions may be trained to open their own bank accounts and its management, re-conciliation of bank accounts, making balance sheets, etc.
- Linkage Building: The frequency and effectiveness of networking meetings with CSOs, NGOs and INGOs need improvement.
- Operation: A Union-SOPs (in the form of manual including standard documentation on the formation of Unions, their operations, pros and cons and sustainability tips) should be available to all Unions.

2 - Improve Workers' Empowerment:

- Promoting Union Culture: by organizing and registering new (semi-structured) unions, engaging unions in skills mapping, assessment and enhancement at the union level, increasing frequency of awareness and orientation session with members and establishing center or other place to 'park' the knowledge for future use.
- Social Media: The Project may also arrange social media (Facebook, whatsapp) training for leaders and members for the promotion or rights; awareness of workers and situation of their unions in their respective sectors and circles.
- Economic empowerment: activities can be introduced for female HBWs to bring their products to national and international levels, diversify their products, understand the business dynamics, establish backward and forward marketing linkages and improve their status from income generator to entrepreneurship/business person. The LEF may also add activities related to value chain in this project. Similar linkages activities can also be done for male artisans of Chappal Makers in Charsada.
- Awanress Session: Frequency of result oriented awareness session should be arranged with a process cycle, they should know the steps from orientation to action for effectiveness awareness session.

- **Celebrating Achievement:** Individual achievements should be celebrated on monthly or quarterly basis for community encouragement and individual efforts should be recognized for promoting leadership.
- More members, other than the management, should also be exposed to the stakeholders to avoid monopoly and hijacking of the Unions (which is obvious in few unions and groups).
- A mega event for all unions, activists and key stakeholders can be arranged prior to start of next phase, to thank them for their profession contribution in closing phase and expected support in coming phase, would be effective.
- **Peer Education:** Inter Union linkages should be establishing (e.g. Union in Faisalabad is an excellent support to the workers in comparison to Mardan and Charsadda). An internal experience sharing program can be arranged for the leaders to learn from each other.

2 - Improve Linkages with

- Improved linkages (especially with) Labor Departments, other CSOs, and INGOs working on labor rights and protection e.g. ILO, GIZ and others.
- The provincial governments in Pakistan (both KP and Punjab) have introduced a variety of economic empowerment initiatives exclusively for women: the project may also link the HBWs (with the help of Women Development Departments) with these initiatives for their social and economic uplifting.

3 - Skill Center as a Knowledge Hub:

A skill center cum knowledge hub was also requested by the members (especially HBW groups). The may be helpful in offering following support on matching grant or self-help basis. The project may need to play their management role in establishing and supporting these center (as they have done in other projects):

- Center can be established at a central place and volunteer can be requested to offer courses for members and their families (as Sidra is doing in Mardan and Tajmina in Charsadda and Asia in Lahore).
- *Standard Courses:* A standard course outline (designed on concerned market need) with quizzes, tests and feedback should be introduced to have a uniform and quality pass outs from centers
- Unions may have a central place for books, photos, case studies, infrastructure detail and digital soft copies of the reports for display, record and use for members.
- Linkages of skill centers with CSOs, organization for labour work (for stitching, computer, packing, etc.) for learning and earning purpose.
- MoU with pass-out student to teach a student of same community for the sustainability of the center.
- The group of senior students can arrange classes (of literacy, computer, stitching, etc.) at the center for the help junior and peers.
- The union leaders, activists and LEF project staff can guide the youth and adult members on career planning, development and management process.
- Union leaders may use their linkages for the Job Placement and internship programs for the members and their families.

4 - Strengthen the Exit Strategy and Sustainability by (i) developing a Strategic plan with indicators for Activists and Union Leaders.

- The activists may also have individual targets of formation and introducing new members in the existing unions, and (ii) **build the** capacities of active workers from different angles including, law awareness, documentation, negotiation, labor compliance and pursuing legal cases.

- The capacity of activists and union leaders with respect to dealing legal cases would be essential. They are charged enough to look after the workers and their issues but the lack of knowledge about local laws and legal matters keeps them on the back foot.
- Unions can have a variety of revenue generation activities thru services including: memberships, fees from students, commission on job placement or earnings from small projects including food outlets at the proposed skill centers, links with ladies and gents tailor shops, link with beauty parlor for extended services and services at home, repair & maintenance (plumbing, electrician, house maid, paint and polish, etc.).
- Similarly, the center (e.g. Asia in Lahore and Tajmia in Charsadda) can also work as community center for raw material shop, ladies shop, supplies and grocery, books, photocopy and gifts in the spare time of center.

5 - Establish a strong and professional **M&E** system for future projects. The newly established department in LEF may also be utilized to design M&E frameworks for future projects/activities. They can build the capacities of district based staff to understand the result-based M&E methods with strong analytical skills to record better results for the project and to analyze strengths and weaknesses and propose improvements.

Evaluation Terms of References
End Phase Evaluation
Promotion of Workers' Rights in Pakistan

1. Background

Labour Education Foundation (LEF) was established in 1993. The formation of LEF was an initiative of renowned trade union leaders, human rights and women's rights activists to organize, capacitate and advocate for workers' rights and provide informed input to trade unions and civil society organizations for promoting workers' rights. Since its beginning, considering its strengths and the felt need, as a strategy, for many years LEF has been devoted to supporting industrial and informal sector workers to develop their knowledge, claim their rights and to transform unequal power relations.

2. Project Introduction

"Promotion of Workers' Rights in Pakistan" initiative was funded by Bread for the World (Brfd) from 1st April, 2017 - March, 2020.

Goal: Promote, strengthen and defend the right to organize to enable workers to secure their economic and social rights.

Objective: 15 workers organizations or trade unions in the informal or formal sector in 4 districts of Punjab and Khyber Pakhtunkhwa, are capacitated to increasingly demand the social, economic and political rights of workers, in particular the right to organize.

Indicators:

- 1.1. A group of 20 Activists (5 in each district) is trained in the promotion of social, economic and political rights of workers.
- 1.2. The capacities of 15 federations, trade unions and home based workers groups to represent the interests of their members are strengthened according to a scale of organizational capacity. At least 25 cases of work related problems or conflicts are facilitated by LEF through providing legal aid, information and support.

3. Objective/purpose of the consultancy services

Under the direction of the Executive Director in cooperation with Lead Organizer and Social Mobilizer, the consultant will be responsible for conducting the end phase evaluation of the project.

The end phase evaluation is intended to assess the impact of project activities and lesson learned which will guide the approach and strategies of the next phase of the project. It will be conducted by an independent evaluator not associated with the implementation of the project.

The purpose of the evaluation is to assess project's design, implementation and overall progress with emphasis on results, and achievements focusing on:

- To evaluate the entire project in terms of effectiveness, relevance, efficiency, sustainability and impact, with a strong focus on assessing the results at project goals levels
- To provide an understanding of achievements, challenges, successes, key lessons and identify promising practices for learning
- The extent possible, assess whether the project has had any positive or negative impact for the targeted trade unions and groups
- Assess learning from this project to capture opportunities and innovations that will be beneficial in terms of planning and implementing similar projects in the future
- Assess whether the project was optimally implemented with regards to effective use of available resources

4. Scope

The evaluation will cover the expected outcome of the project. It will cover the period from the date of effectivity of the project from 1st April, 2017 to the time of this evaluation in 2019.

The evaluation will assess project outcomes at all levels within the targeted trade unions. The evaluation will cover all areas of implementation, including activities delivered by the Labour Education Foundation.

5. Evaluation Questions

The key questions that need to be answered by this evaluation include the following, divided into five categories of analysis. The evaluation criteria - effectiveness, relevance, efficiency, sustainability, and impact – will be applied for this evaluation.

Evaluation Criteria	Mandatory Evaluation Questions
Effectiveness	<ul style="list-style-type: none"> To what extent were the intended project goal, objectives and indicators achieved? To what extent did the project reach the targeted beneficiaries at the project goal and outcome levels? How many beneficiaries have been reached? To what extent has this project generated positive or negative changes in the trade unions? What internal and external factors contributed in achievement and/or failure of the intended project goal, outcome and outputs? How?
Relevance	<ul style="list-style-type: none"> To what extent was the project strategy and activities implemented relevant (policy and strategy) in responding to the need of Labour rights? To what extent do achieved results (project goal, outcomes and outputs) continues to be relevant to the target group? To what extent did the Project's M&E mechanism contribute in meeting project results?
Efficiency	<ul style="list-style-type: none"> How efficiently and timely has this project been implemented and managed in accordance with the Project Documents? Specifically have resources been used well and strategies' to implementation been appropriate? What factors contributed to implementation efficiency? Did project activities overlap and duplicate other similar interventions (funded nationally and /or by other donors)? Are there more efficient ways and means of delivering more and better results with the available inputs? Could a different approach have produced better results? How did the project financial management processes and procedures affect project implementation? What are the strengths, weaknesses, opportunities and threats of the project implementation process? What gains have been made in relation to trade unions members' learning and organizing?
Sustainability	<ul style="list-style-type: none"> To what extent are the benefits of the project likely to be sustained after the completion of this project? What is the likelihood of continuation and sustainability of project outcomes after completion of the project? What are the key factors that will require attention in order to improve prospects of sustainability of Project outcomes and the potential for replication of the approach? Describe the main lessons that have emerged?
Impact	<ul style="list-style-type: none"> What are the positive and negative changes produced by the project, directly or indirectly, intended or unintended? How the project met the needs of the targeted trade unions? What outcome and impacts can be observed? What recommendations can be made on the basis of the lessons learnt and good practices in all parts of the project.
Cross Cutting Themes	<ul style="list-style-type: none"> Review project from a gender perspective and consider whether all aspects of funding partners' policy relating to gender equality/mainstreaming in development programs adequately used in project. Consider whether project contributed to implementation of women friendly policies. To what extent was the do no harm approach integrated into programming? What are the key lessons learned that can be shared with other

6. How has the project made a difference?

- What were the major challenges and gaps in the designing, planning and implementation of the project?
- What have been the most effective methodologies and approaches to bring about changes in workers lives? What has worked, what has not and why?
- How effective has project management been (please address risk management, monitoring, financial and administrative systems)?

7. Key deliverables of evaluator and timeframe

No.	Deliverables	Description of Expected Deliverables	Timeline of each deliverable
1.	Inception report	<p>The inception report will provide an opportunity to the organization and the evaluator to verify that they share the same understanding about the evaluation and clarify any understands at the outset.</p> <p>An inception report must be prepared by the evaluator before going into the technical mission and full data collection stage. It must detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by.</p> <p>Way of: proposed methods, proposed sources of data and data collection/analysis procedures.</p> <p>The inception report must include a proposed schedule of tasks, activities and deliverables.</p>	By end of May 2019
2.	Literature Review	Literature review of all the key project documents.	Till 15 June 2019

3.	Development of data collection instruments/tool	All questionnaires and other tools developed to collect information should be shared and finalized prior to evaluation.	By 20 June 2019
4.	Data collection / field visits	Evaluator will meet with randomly selected project beneficiaries and other key stakeholders for data collection and focus group discussions.	By 20 July 2019
5.	Pictures	Pictures in report should also be submitted in original form separately along with report.	
6.	Draft	<p>Presentation regarding findings in the draft report could be added for a quick review.</p> <p>Evaluator must submit draft report for review to ensure that the evaluation meets the required quality criteria.</p>	By 31 July 2019
7.	Final Evaluation Report	Relevant comments from key stakeholders must be well integrated into the final version, and the final report must meet all requirements.	By 15 August 2019
8.	Data sharing	All materials produced during the process of end phase evaluation including hard copy of the report(s) and raw data either in excel, FGDs and IDI transcripts in soft form must be shared.	20 August 2019

8. Methodology

A mix of qualitative and quantitative methodology is recommended for conducting this evaluation, utilizing both secondary and primary information. Evaluation should utilize participatory tools for data collection in order to ensure the participation of stakeholders and beneficiaries. The consultant is desired to submit a comprehensive technical proposal comprising of;

- Introduction / background / understanding
- Detailed methodology, sequence of activities
- Proposed tools and instruments
- Sampling technique and sample size
- Timeline

9. Qualification/level requirements

The selection of the consultant/firm will be based on the quality of their proposal including, methodologies, similar assignments, relevant experience (in mobilization, livelihood, Labour and gender related projects), timeline and financial offer. In addition, the consultant should have the following qualifications:

- Master's degree or equivalent work experience in Social/Development sector or related field.
- Strong working experience in various districts and regions of Pakistan especially KPK, central and south Punjab, knowledge of local issues in the context.
- At least ten years working experience in development sector and proven knowledge of conducting project baselines, evaluations and researches, particularly related to Labour, rights, gender, livelihood, advocacy and leadership programs.
- Understanding of labor sector, actor and echo system in Pakistan.
- Demonstrated working experience with national and international donors especially labor, women and children's rights.
- Qualitative data entry and analysis skills (consultants with previous experience of using statistical analysis software will be preferred) and presenting findings in graphical and narrative forms.
- Ability to write high quality, clear, concise reports in English.

10. Final evaluation report

Report (of no more than 20-22 pages, excluding annexes)

The Survey Tool

Date: _____ Enumerator: _____ District: _____

Assalam-o-Alaikum: My name is _____. As you know LEF is implementing a three years project in four districts (Lahore, Faisalabad, Mardan & Charsadda) of Punjab and KP from April 2017 with expected completion by March 20 20. The aim of the project was to strengthen 15 union and build their capacities to organize, unite and resolve their day-to-day social and legal issues. This phase of the project will be completed by March 2020. LEF wanted to know the impact of this project and its intervention. For this purpose, we will ask you a few questions which I hope you would not mind answering. It would take about 30-45 minutes of your time. Your name will not be mentioned in the report, or any place which may hurt your reputation. This information will help us in designing the next phase of the project. **If respondent agrees; start the survey:**

Personal Information

6. Name _____ Father /Husband Name _____
 7. Sex 1-Male, 2-Female, Others _____ 2a. Age _____ years
 8. Education level. 1-Illiterate, 2-Primary, 3-Middle, 4-Matric, 5-Graduate, 6-Masters, 7-Diploma, Others _____
 9. Trade / Occupation _____ 4a. Employment Status 1. Permanent, 2.Daily Wages
 10. Since when you are member of this Union _____ years

Participation / Relevance

11. Do you know about the LEF project? 1-Yes, 2-No
 6a. If Yes, what are a the few of the support services they offer to you or your union ☐
 12. Are you satisfied with the services they are providing? 1-Yes, 2-No
 7a. If no, why _____
 13. Were you involved in the initial planning phase of the project? 1-Yes, 2-No
 14. What was your priority at the time of planning? (1-Law awareness, 2-Labor Issues, 3-visibility, 4-don't know)
 15. Do you think the intervention designed were according to your needs? 1-Yes, 2-No
 10a. If NO, why _____

Capacity Building

1.	importance of union	
2.	Benefits of unity	
3.	Labor laws	
4.	Duty bearers of labor sector	
5.	Aware me about my rights and fighting for it	
6.	Help me in decision making	
7.	Informed us about collective Bargaining	
8.	Informed about GBV	
9.	Informed about gender disparity at work place & society	
10.	Did not help me, or don't know	
11.	Learn about the unions working and management	
12.	Learn about workplace safety	
13.	Other _____	

16. Did you receive any orientation by LEF? 1-Yes, 2-No
 17. Were those orientation was useful for you? 1-Yes, 2-No
 12a. If yes, how
 18. What do you think was missing in that training/orientations?
 19. How you rate the quality of training / orientation sessions with respect to?

Sr.	Area	Good	Average	Bad
1.	Topic and information			
2.	Language of material			
3.	Quality of trainers (technical, delivery, style)			
4.	Venue and location			
5.	Timing and duration			
6.	Quality of material			

Health and Safety

1.	Labor Department	
2.	Local CSOs	
3.	NGOs	
4.	LEF	
5.	Org. where I work	
6.	Self	
7.	Other _____	

20. Are you aware of Health & Safety Issues of your professional? 1-Yes, 2-No

21. If yes, where did you get this awareness (insert number from list _____)
 22. Did you get enough information regarding H&S during LEF project? 1-Yes, 2-No
 23. If no, would you like to get occupation specific sessions in future? 1-Yes, 2-No

Impact

24. In your opinion, who you think most benefited from the project interventions?

1.	Male members	2.	Activists	
3.	Female Members	4.	All of above	
5.	Union Leaders	6.	Other _____	

25. What are the few visible changes you can list due to this project?

1.	Members encouraged to get together	2.	Management skills improved	
3.	Women are encouraged to participate in union	4.	Linkages improved with departments	
5.	The unions are more visible in industry and community	6.	Relations improved with employers	
7.	Our issues are resolved more quickly	8.	Employment status improved	
9.	Employers respect the workers now	10.	Political leaders now listen our voice	
11.	Members coordination is increased	12.	Negotiation Skills	
13.	Decision Making Improved	14.	GBV decreased	
15.	Women mobility increased	16.	Other _____	

Sustainability

26. Do you think your union management will continue the activities with same spirit after the project? 1-Yes, 2-No
 27. IF now, what gaps you see to overcome?

1.	Management Capacity	7.	No decision-making skills	
2.	Interest in labor issues	8.	Corruption in Management	
3.	Awareness of labor laws	9.	Favoritism in Management	
4.	No linkages with departments	10.	Harassment in Union	
5.	No documentation skills	11.	Lack of IT skills	
6.	No speaking power	12.	Others _____	

28. Is there a membership fee or charges in your union? 1-Yes, 2-No.

1.	Vulnerable groups	
2.	School Fee	
3.	Marriage	
4.	Repair & Maintenance	
5.	Members support (Misc.)	
6.	Loans	
7.	Other _____	

29. If Yes, how much Rs. _____ Monthly)
 30. Where you or union use this money/membership?
 31. Do you think the "union management" will continue the activities with same spirit after the project? 1-Yes, 2-No
 25a. If Yes, How? _____ 25b. If No, why _____
 32. Do you think the "Activists" will continue their support after the project? 1-Yes, 2-No

1.	They are not sincere with our union or members	2.	They don't have capacity to solve our problems	
3.	They are not from our area	4.	They are not aware of labor laws	
5.	They are not from our occupation	6.	Others _____	

M&E

33. How often do you meet with Project Management? 1-Monthly, 2-Quarterly, 3-Annually, Other _____
 34. Do they ask for your feedback on the project interventions? 1-Yes, 2-No
 35. If Yes, do they incorporate your suggestion in project activities? 1-Yes, 2-No
 29a. If Yes, How _____ (Example)
 29b. If no, why not _____

Future Interventions

36. What would be your top three suggestions for future interventions?

1. _____ Why _____
2. _____ Why _____
3. _____ Why _____

Thank you

List of Survey Respondents

District	Union Name	Type	Sample		
			Male	Female	Total
Lahore	HBW	Female	-	10	10
	Carpet	Male	10	-	10
	Bhatta	Both	7	7	14
	Garment	Both	7	7	14
	PLF	Male	5	-	5
Total			29	24	53
Faisalabad	LQM	Both	5	10	15
	Powerloom workers organization	Both	5	5	10
	Progressive Home Based Workers	Both	5	5	10
	Progressive Labour Federation	Both	5	10	15
Total			20	30	50
Mardan	Mehnat Kash	Male	10	-	10
	Philip Morris	Male	15	-	15
	Peeples (RCM)	Male	15	-	15
	HBW	Female	-	10	10
Total			40	10	50
Charsadda	HBW-KP	Female	-	40	40
	Chappal Makers	Male	10	-	10
Total			10	40	50
Grand Total			99	104	203

List of Documents Reviewed

1. PWRP Project proposal
2. PWRP Activities, Timeline and Achievements
3. Project Database of Orientation Sessions and Trainings
4. List of Trainers Capacity Building Trainings
5. Misc. Training material and presentations
6. Project Milestones and Achievements
7. M&E Reports
8. Field progress reports
9. Unions Individual data sheets

List of Persons Met and Interviewed

1. Mr. Khalid Mahmood, Director, Labor Education Foundation
2. Ms. Shahnaz Iqbal, Associate Director, Labor Education Foundation
3. Ms. Jalwat Ali, Project Manager, PWRP, Lahore
4. Mr. Hafiz Mohd. Waseem, LEF Finance Department, Lahore
5. Mr. Tahir Manzoor, Former Director, Industrial Labor Organization, Lahore
6. Mr. Saghir Bukhari, Resource Person, International Labor Organization (ILO), Islamabad
7. Mr. Abbas Cheema, Department of Labor (Lahore & Faisalabad), Lahore
8. Mr. Irfanullah Khan, Department of Labor, Peshawar

List of FGDs

District	Category	Date	Nos.	Total
Lahore	Male	29-June	1	1
	Female	29-June	1	1
	Activists	27-June	1	1
	Union Leaders	27-June	1	1
Faisalabad	Male	30-June	1	1
	Female	30-June	1	1
	Activists	30-June	1	1
	Union Leaders	30-June	1	1
Mardan	Male	09-10-July	1	1
	Female	09-10-July	1	1
	Activists	09-10-July	1	1
	Union Leaders	09-10-July	1	1
Charsadda	Male	11-12-July	1	1
	Female	11-12-July	1	1
	Activists	11-12-July	1	1
	Union Leaders	11-12-July	1	1
Total				16

Picture Gallery of FGDs in Four Districts



FGD with Activists, Lahore



FGD with Male Union Leaders, Lahore



FGD with Female HBW Members, Lahore



FGD with Male Union Members, Lahore



FGD with Female Workers, Shaikhupura



FGD with Male Union Members, Shaikhupura



FGD with Activists and Union Leaders, Faisalabad



FGD with Female Workers, Faisalabad



FGD with Male Union Members, Faisalabad



FGD with Female Activists and HBW Leaders, Charsadda



FGD with Female HB Workers, Charsadda



FGD with Male Union Leaders and Activists, Charsadda



FGD with Male Union Members, Mardan



FGD with Female Union Members, Mardan



FGD with Male Union Leaders and Activists, Mardan

Details about each Gap Category

Information	<ul style="list-style-type: none"> There is a lack of information amongst workers about their rights, regarding existing Labour rights situation and violations of workers' rights.
Organization	<ul style="list-style-type: none"> Less than 3 percent of workers are organized in trade unions in Pakistan. all over the country which includes huge public sector as well. But in reality, in the private sector including formal and informal sector the organizing rate is not more than 1%. This is the situation also in four identified districts as project area in this project.
Compliance	<ul style="list-style-type: none"> Labour laws are not implemented at the majority of work places for example more than 80 percent of employers do not implement minimum wage in identified districts. Joint Management Consultation and Collective Bargaining do not take place at many companies, because formal labor representation does not exist there. In these organizations the management decides increase in salaries unilaterally. Wage offensive from labor unions does not take place at national level. The home based workers in identified districts are not covered under any law thus their rights as workers are violated along with facing all kinds of discrimination as women as well. New HBW policy in Punjab yet to be translated into a law
Knowledge Sharing	<ul style="list-style-type: none"> There is a lack of published materials regarding Labour rights. Only few articles per year appearing in print media
Inclusiveness	<ul style="list-style-type: none"> Independent estimates from social organizations reveal that there are approximately 12 million home based workers in Pakistan, making up almost 20% of the country's total Labour force. The proportion of women in the home based sector is around 80%.
Financial Dependency	<ul style="list-style-type: none"> Workers lack financial means to fight against state institutions and employers atrocities in cases of violations
Management, Skills and Competencies	<ul style="list-style-type: none"> Employers avoid documentation. During collective bargaining, the labor unions come up with as many demands as possible in order to derive better results. Trade unions, associations, informal sector workers in identified districts lack organizational skills and are weak in conceptual and thematic understanding and opportunities to acquire these skills.
Employment Trends	<ul style="list-style-type: none"> Organizations contract-out jobs even of permanent nature. There is a growing trend in government setups of making appointments on contract-basis particularly over the last ten years. Golden hand-shake schemes have been introduced in many organizations particularly public enterprises. There is an increasing trend of out-sourcing even the core jobs in different industries. Jobs are offered on recommendation or reference so that laborers find it difficult to go on strike and laborers show of power will be controlled. Traditionally employers very smartly have avoided setting precedence of any kind. Before labor start agitation, the management announces some sort of financial relief to mitigate the effects in many organizations.
Wages and Compensation	<ul style="list-style-type: none"> Many manufacturing organizations award bonuses while linking them to annual profits. Subsidized meals, company ration, and company goods are offered as a benefit in many corporations. Paid holidays are awarded as an incentive in many factories. In many manufacturing concerns three months probationary salary after joining is withheld as a security. As per rules, double the daily wage is to be offered if the labor is called for work on public holidays, whereas either this is completely overlooked by employers or 1.5 times of the daily wage is offered at best.

List of Selected Unions by District

#	Name of the Federation/Union	Level	Collaboration in districts
1	Progressive Labour Federation	National level, with membership in different districts	1. Lahore 2. Faisalabad 3. Charsadda 4. Mardan
2	Progressive Home Based Workers' Federation	National level, active in Punjab and KP provinces	1. Lahore 2. Faisalabad 3. Charsadda 4. Mardan
3	Textile Power looms and Garment Workers Federation Pakistan	National level, membership from different districts	1. Lahore 2. Faisalabad 3. Charsadda 4. Mardan
4	Ittehad Labour Union Carpet Industries Pakistan	National level union of carpet sector	1. Lahore 2. Faisalabad
5	Pakistan Bhatta Mazdoor union	Punjab province based union having membership in different districts	3. Lahore 4. Faisalabad
6	Labour Qaumi Movement	Powerloom workers organization, mainly based in Faisalabad	1. Faisalabad
7	Unregistered home based workers union – Lahore		1. Lahore
8	Unregistered home based workers union – Faisalabad		1. Faisalabad
9	Home Based Women Workers' Union, Khyber Pakhtunkhwa	KP based provincial level union having membership in different districts including Mardan and Charsadda	1. Charsadda 2. Mardan
10	Mehnatkash Labour federation - Khyber Pakhtunkhwa	Provincial	1. Charsadda
11	Mehnatkash union Philip Morris Pakistan Limited	One factory based union in Charsadda districts of KP province	1. Charsadda
12	Muttahida workers Union Frontier Sugarmills Mardan	One factory based union in Mardan	1. Mardan
13	People's Workers' Union Rehman Cotton Mill, Takhtbai	One factory based union in Mardan	1. Mardan
14	All Primary Teachers Association Khyber Pakhtunkhwa	Provincial level association in PK having membership in different districts	1. Charsadda 2. Mardan
15	Unorganized workers in shoemaking sector	Provincial level association in PK having membership in different districts	1. Lahore 2. Faisalabad 3. Charsadda 4. Mardan

Project Areas Profiles

Lahore: Lahore has 09 million inhabitants. According to government figures, Lahore has around 3,000 registered industrial units: trade union leaders put the number of medium and large industrial units at over 10,000. These employ more than one million workers. There are mostly factory-based unions in very few big industrial units. The majority of workers in Lahore are not organized, do not earn the minimum wage and lack rights such social security and old age benefits. There are around 12 unions actively working with Progressive Labour Federation in Lahore with a membership of around 5,000 workers.

Faisalabad: Faisalabad is Pakistan’s textile hub. There are around 12,000 units of power looms in Faisalabad employing almost 400,000 workers. There are also around 2,500 textile medium and large sized factories in Faisalabad employing around 300,000 workers. In the power loom sector around 10% of these units are considered big units employing more than 100 workers. The power-loom workers’ Labour Qaumi Movement has a membership of around 8,000. The industry is based in different localities in the city, spread into thousands of small units. Despite being a relatively big organization LQM is facing a lot of challenges, including legal cases against the workers’ leadership, poor health and safety conditions at workplaces, poor implementation of agreements between LQM and the employers’ association and poor membership fee collection to run its office and keep full-time staff in Faisalabad.

Mardan and Charsadda: These are adjacent districts in KP. There are around 100 different industrial units employing 40,000 to 50,000 workers. There are also around 700 small and medium-sized marble factories The majority of workers are facing the same situation as mentioned above. There are very few unions in factories and very few workers are registered under social security and old age benefits. The Mehnatkash Labour Federation working with LEF in these two districts has 22 unions as members with around 8,000 members.

UNIDOS (Customized) Performance Rating

Project performance rating was also assessed using UNIDOS 6-point evaluation criteria²³. The criteria was slightly customized to fit the PWRP-LEF project categories. A one-line assessment is provided after each project category for a quick learning, while a summary of performance is given in the Executive Summary.

UNIDO 6-Point Rating (Customized for PWRP)

Rating	A	B	C	D	E	F
Rate	90%-100%	70% - 89%	50% - 69%	30% - 49%	10% - 29%	0% - 10%
Definition	Level of achievement presents NO shortcomings	Level of achievement presents MINOR shortcomings	Level of achievement presents MODERATE shortcomings	Level of achievement presents SIGNIFICANT shortcomings	Level of achievement presents MAJOR shortcomings	Level of achievement presents SEVERE shortcomings
Category	Highly Satisfactory	Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory

²³ UNIDO introduced a six-point rating system for the evaluation criteria in 2015, in line with the practice adopted by other development agencies, including the GEF. The aim of the system is to quantify the judgment of evaluators, identify good and poor practices, to facilitate aggregation within and across projects and enable tracking performance trends over a period. The six-point rating system, with six (6) representing the best and one (1) the worst score, allows for nuanced assessment of performance and results.

Analysis of Project Beneficiaries

Direct Beneficiaries

Category	Definition	Achievement / Shortcoming
Selected Unions	A total of 15 workers' organizations were facilitated to be better organized and acquire skills to protect the rights of their members. The capacity building of these unions, federations, workers' groups and associations in information and technical skills about how to manage member based organizations, promote internal democracies and to enhance women's participation in trade unions, were increased.	Project over achieved the target by engaging more than the required number of unions (approx. 17), some are still in process of registration. The trade specific trade union would have bring more positive results than the unanimous unions.
Union Leaders	These individuals were directly involved in day to day activities of the project, consultation with LEF management, organization of members, support in legal issues, dealing and negotiation with employers and stakeholders. These individuals are serving as the backbone of the project and representing the workers at social, legal, political forums.	Selected union leaders were involved in project activities, who themselves are very busy with workers issues. This category may have had a different role than mobilizers and activists e.g. inputs at policy level, interaction with policy stakeholders, consultation with national and international donors, communication with the media and civil society.
Workers Groups	The workers associated with selected unions (under this project) directly or indirectly are included in this group. These workers (permanent or contractual) are working for factories, mills and small units under permanent or contractual employment conditions. The home based workers HBWs in all four districts are very much present according to the size of the population in these districts which made part of the project as direct beneficiary.	Only regular (male and female) members were selected for project beneficiaries, no specific groups i.e. disable persons, transgenders, other religions and minorities were considered.
Activists	This includes both male and female volunteer members of the selected unions. The majority of the male activists are also the leaders of their own unions, while the female activists are also active in their unions and represents their HBW groups. They have attended most of the events and activities in the project with a mandate to disseminate to their fellow workers.	The activists, union leaders and mobilizers are the same individual in most of the case, which reduced the information's ripple effect, if these individuals were selected from three different groups, the effect would have been multiplied by three and project had better mobilization results.
Project Staff	The project field mobilizers are also from the same (selected) unions, but being close to the LEF and senior project management they are groomed more than anyone else in the project. They are anchor between the community, workers, management and stakeholders.	

Indirect Beneficiaries

Other Workers Groups	Other informal sector workers like domestic workers, workers of own account, workers working in different markets and construction workers etc. are also in huge numbers in these districts. These workers are directly or indirectly associated with other workers, who also passed on various information to these groups. Some of these also became part of the union as members.	Project had no strategy for knowledge sharing or peer education, which could have ripple effect, acceptability or indirect capacity building of youth and non-members.
Community, Peer & Family Members	Are of the direct beneficiaries, who were informed about the project activities, material and capacity building sessions through their spouses, children and siblings.	Project had no strategy for knowledge sharing or peer education, which could have ripple effect, acceptability or indirect capacity building of youth and non-members.
Media	Media was also expected to involved through journalists' unions working closely with LEF for the visibility of rallies, protests, press releases and other debates on different forums.	No formal understanding, orientations were conducted to bring them on board for project coverage.
Provincial Labor Departments	Labour department in the provinces where project was expected one of the beneficiaries as well.	None of the provincial DOL was brought on board through any meeting, discussion, seminar or any other means of engagements.
Employers Staff & Representatives	The staff and representative directly dealing with workers in formal sector was also informed about the level of information increased in workers.	No direct capacity building inputs were arranged for employers or staff at any level.

Detail of Project Activities and their Status

Year	Scheduled	Status
2017		
Project Award	April 2017	Started on time
Project Orientation		Done on time
Hiring of Staff	Since the start of project April 2017	All staff was hired on time 4 Field Organizers One Lead Organizer
Quarterly staff meeting	Scheduled in May	Done on time
Orientation sessions	Scheduled one in a month	Done on time
Lahore	The session planned in May and July 2017	These two sessions were not conducted on time but done in June and August 2017. The reasons behind: The month of Ramazan and unavailability of workers
Charsadda	The session was planned in July	This session was not conducted on time but in August due to the marriage season and unavailability of workers
Faisalabad	Total 3 sessions planned in July, September and December	These sessions couldn't have conducted on time but were conducted later on. The reasons were the month of Ramzan and the involvement of the Field Organizer in strikes.
Mardan	The session was planned in June	This session couldn't have conducted due to the involvement of Field Organizer in strikes for the reinstatement of workers. This session was conducted in the month of July.
Capacity Building Training Workshops	Total six training workshops were planned in this year	All conducted on time
Formation of New Trade Unions	The formation of total 2 new union were planned	One was formed and registered but the other one was in process
Provision of legal Support	Total 9 cases were planned to support	Total 09 cases were supported
2018		
Orientation sessions		
Lahore	One session was planned in June	Due to <i>Ramazan</i> this session was done in July
Charsadda	The session planned in August	Due to the un-availability of workers couldn't conducted. This was done in the month of October
Faisalabad		All sessions done on time
Mardan		All sessions done on time
Capacity Building Training Workshop	Total 6 trainings were planned	All were done on time
Formation of New Trade Unions	Total two unions were in plan	3 trade unions were formed
Provision of legal Support	Total 9 cases were planned to support	Total 15 cases were resolved
2019 (Continued)		
Orientation session		
Lahore	The session was planned in February	Due to the death of community member this session was done in the month of April
Charsadda		Done on time
Faisalabad		All done on time

Mardan	-	All done on time
Capacity Building Training Workshop	6 trainings are planned	One is done on Time
Formation of New Trade Unions	Two planned	Process is going on
Provision of legal Support		Total 4 cases were supported till now.

List of Legal Cases Resolved

#	Name of worker/person	Nature of Legal Case	Name of Lawyer	Referred by	Status of Case
Mardan					
1	Mr. Ibrar Ullah	Dismissed from the job due to federation activities and mobilizing workers for their rights by the employers of Philip Morriss Pakistan Ltd	Mr. Qazi Ahmad Saeed	Mr. Ibrar-Ullah	Case in process, the hearing is on 27 th May 2018
2	Mr. Irshad	Dismissed from the job due to union activities and mobilizing workers for their rights by the employer of Sugar Mills	Mr. Kafayat Ullah	Mr. Ibrar-Ullah	Case is in High Court
3	Mr. Ehsan Ullah	Mehnat Kash Labour Union was registered according to the law but the management filed a case against the registration of the union	Mr. Yasir Saleem Advocate	Mr. Ibrar-Ullah	Case is in Labour Court Peshawar (in Process)
4	Mr. Sherzada President Peeps workers union	1700 workers were sacked from job due to the union activities and mobilizing workers for their rights by the employer of Rehman Cotton Mills	Mr. Kafayat Ullah	Mr. Ibrar-Ullah	Case is in Mardan Labour Court (in Process)
5	Mr. Niaz Ali	760 workers sacked from job and gave notice for strike to employer of Philip Morris Pakistan Ltd GLT factory	Mr. Yasir Saleem Advocate	Mr. Ibrar-Ullah	In Process
Faisalabad					
1	Mr. Ghulam Qadir President of New United Workers and Staff Union.	New United Workers and Staff Union" was registered on 8th May 2017. In retaliation the mills employers dismissed its five office bearers and 15 members from job and filed a case for the cancellation of the registration of the union	Mr. Muhammad Umar Asghar	Mr. Ghulam Qadir and Mr. Aslam Maraj	Case closed, all workers reinstated
2	Mr. Ghulam Qadir President of New United Workers and Staff Union	"New United Workers and Staff Union" was registered on 8th of May 2017. In retaliation the mills employers dismissed its 5 office bearers and the case was registered in Labour Court number 4 Faisalabad.	Mr. Muhammad Umar Asghar	Mr. Aslam Maraj	The case was decided in favor of the workers
3	Mr. Baba Aslam Labour Quami Movement	Mohammad Aslam Baba and Mohammad Yaqoob working in Usman weaving and Ashraf weaving. The employers exploits the above mentioned workers along with 16 other workers were dismissed due to being the part of union activities. The two cases were registered in wages and payment court Faisalabad	Mr. Muhammad Umar Asghar	Mr. Aslam Maraj	Case decided in favor of workers
4	Sadaf & Robina Textile Powerloom Garment workers Union Punjab	Three women named Sadaf, Asma and Robina were working in textile factory at Faisalabad since last 10 years. They were dismissed from the job. The charge was that the females took sick leave.	Mr. Zia ul-Haq	Mr. Abu Zar Ghafari District President of Labour Qaumi Movement.	The case is in process. The cross examination will be held on 27 th of May 2019. Due to the strikes of lawyers the case prolonged
5	Mr. Ghulam Qadir President of New United Workers and Staff Union	New United Workers and Staff Union. In retaliation the mills employers dismissed its five office bearers and 15 members from job and filed a case for the cancellation of the registration of the union in Labour court but this case was won by the workers but again the mills employers filed a case in session court for the cancellation of registration of the union. After the case was referred to the Lahore High Court.	Mr. Akhtar Rasool	Mr. Ghulam Qadir President of New United Workers and Staff Union & Mr. Aslam Miraj	The case decided in favor of workers
6	Mr. Abu Zar Ghafari	The Labour Qaumi Movement leaders were organizing workers for their rights due to this employer involved them in many false cases of terrorism.	Mr. Safdar Ali	Mr. Aslam Maraj	The case decided in favor of workers after 2 years
7	Mr. Muhammad Waseem President of Insaf Workers and Staff Union.	Workers of Zafar Fabrics formed a new union entitled "Insaf Workers and Staff Union". Its registration process is going on. To secure the job of its members a case has been filed in Labour court number 4 to get a 'stay order'.	Mr. Muhammad Umer Asghar	Mr. Aslam Maraj	The case decided in the favor of workers
8	Ms. Shamim	Ms Shamim is working as quality checking in	Mr. Zia.ul.Haq	Mr. Aslam Maraj	In process. Cross

		a known factory at Faisalabad since last six years but she was expelled from job on an illegal charge. She was not paid her dues so she filed a case.			examination will be held in May
9		25 workers were dismissed from Kamal fabrics. They filed a case in Labour court for their reinstatement.	Mr. Muhammad Umar Asghar	Mr. Aslam Maraj	All workers reinstated
10	Mr. Roshail	Mr. Roshail is a union member of the Textile Powerloom Garment Workers Union. He dismissed from the job for taking part in union activities and raising his voice for workers' rights.	Mr. Muhammad Umar Asghar	Mr. Aslam Maraj	The case is in Labour court and in process
11	Mr. Safdar Hussain	Mr. Safdar Hussain is a union member of Textile Powerloom Garment Workers Union was dismissed from the job for taking part in union activities and raising his voice for workers' rights.	Mr. Muhammad Umar Asghar	Mr. Aslam Maraj	The case is in process
Lahore					
1	Ittihad Labour Union Carpet Industries Pakistan.	The Management of Lahore Carpet Manufacturing Company filed a false case of theft of letter head pad against 10 carpet workers in session court. initially they said to the police of Thana Muslim Town to file a FIR but the police did not act upon. Then the management filed the case in session court.	Mr. Akhtar Rasool	Mr. Niaz Khan Ittihad Labour Union Carpet Industries Pakistan.	Decision of the case went in favor of Workers
2	Ittihad Labour Union Carpet Industries Pakistan.	A case of wage compensation of 10 carpet workers of Lahore Carpet Manufacturing Company is filed in authority of the wages compensation court. These workers were dismissed from jobs without any reason. In retaliation of these cases by workers the company lodged a false case of loan against 10 workers in session court.	Mr. Akhtar Rasool	Niaz Khan Ittihad Labour Union Carpet Industries Pakistan.	Decision of the case went in favor of Workers
3	Mr. Hassan Muhammad Rana, General Secretary PTEU CBA	Pakistan Tele Communication Employees Union filed a case against the registrar of union. As the management forcefully entered the office bearers in this union. The case was filed in NIRC and then in Lahore high court. The Lahore high court give the decision in the favour of Pakistan Tele Communication Employees Union (CBA). Then the election return of this union was submitted but the registrar of union did not accept this return. Now the appeal has been launched in NIRC Islamabad.	Lawyer Hafiz Arfat Ahmad	Mr. Hassan Muhammad Rana, General Secretary PTEU CBA	The case was decided in the favor of the union
4	Mr. Hassan Muhammad Rana, General Secretary PTEU CBA	As above mention Pakistan Tele Communication Employees Union case the follow-up of case . Now the appeal has been launched in NIRC Islamabad so that the elections can be held as soon as possible	Lawyer Hafiz Arfat Ahmad	Mr. Hassan Muhammad Rana, General Secretary PTEU CBA	The case was decided in the favor of union
5	Mr. Niaz Khan	The election performance will be written for the year 2018-20 and will receive the approval of Director Labour Welfare Punjab. The objections of Power looms Workers Union will be responded. For this purpose, M. Server legal advisor will do all above mentioned tasks.	Mohammad Serwar legal advisor	Mr. Niaz Khan	
6	Mr. Niaz Khan	Lahore Carpet Manufacturing Company registered a false case against the workers that the workers took advance from the company and has been left the job without paying it. Actually, the workers registered a case against the management in Authority Payment off Wages in retaliation the company filed the above mentioned case against the workers. The workers were present in the court of Magistrate category one but the court ended the right of witnesses. So, the workers wanted to filed the case in the session court for the	Mr. Akhtar Rasool Joia	Mr. Niaz Khan	Decision of the case went in the favor of Workers

		restoration of their right of witness.			
7	Mr. Niaz Khan	Lahore Carpet Manufacturing Company dismissed more than 10 workers without paying them their dues two years ago. The workers filed their case in the wage compensation court last year. Now a lawyer will be hired to proceed this case to fight for all workers.	Mr. Akhtar Rasool Joia	Mr. Niaz Khan	This case is going on
8	Mr. Ghulam Murtaza	Ghulam Murtza was working in NADRA and formed a union. Due to forming the union he was dismissed from the job, he filed a case in 2015 and won the case but the Chairman did not reinstate him. He again filed a case in the month of June 2018 and Mr. Khalid Ismael will appear in the court.	Mr. Khalid Ismael	Mr. Niaz Khan	He won the case and re-instated

Activists in Project Districts

No.	Name	Union
Faisalabad		
1	Kousar Arshad	HBWs
2	Liaqat Ali Insari	Power Looms worker Textile Power Loom Garments Workers Union Punjab
3	Akbar Ali Kamboh	Hosiery garment
4	Gullam Qadir	President New United workers and Staff union Kamal Fabrics Faisalabad
5	Waheed Ashraf	Textile and Hosiery Factory
6	Humera Nazeer	Factory Worker
Mardan		
1	Ibrar Ahmad	Rehman cotton mills, president Umeed Sahar Labour youth
2	Sajjad Ahmad khan	Marwa Association
3	Mr. Ihsan Ullah	Mehnatkash Labour union, Pakistan Tobacco Company
4	Mr. Muhammad Ayaz	Mehnatkash Union member
5	Sidra Khan	Home Based Women Workers Union KPK
Charsadda		
1	Neelam Faizulhaq	Home Based Women Workers Union (KPK)
2	Surayya Begam	Home Based Women Workers Union (KPK)
3	Waheed Jamal	President, Chapple Shoes Makers Association
4	Nagina	HBWs Union
5	Asiya Manzoor Alam	Home Based Women Workers Union (KPK)
Lahore		
1	Shahzia Tariq	Shazia Tariq, Home Based Workers Union Lahore
2	Shamim Akhter	President, Home Based Workers Union Lahore
3	Niaz Khan	General Secretary Ittihad Labour Union Carpet Industries Pakistan
4	Rana Hassan	President, Progressive Labour Federation
5	Gulam Murtaza	NADRA

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